DOCUMENT RESUME

ED 358 897 JC 930 331

AUTHOR Hermanson, Dean R.
TITLE A Revalidation of Dunlap's Survey To Determine the Profile and Critical Issues of Lower Division Branch Campuses of Four-Year Institutions.
PUB DATE 93
NOTE 84p.; Independent research paper, University of North Dakota.
PUB TYPE Reports - Research/Technical (143) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS Administrators; College Faculty; Community Colleges; *Educational Administration; Educational Finance; *Extension Education; Full Time Faculty; Governance; Graphs; Higher Education; *Institutional Characteristics; *Multicampus Colleges; National Surveys; State Universities; *Student Characteristics; Tables (Data); *Two Year Colleges; Two Year College Students
IDENTIFIERS Dunlap (William S)

ABSTRACT

A 1989 survey of two-year branch campuses of four-year institutions collected data on administrative structure, mission, and selected characteristics of 24 campuses. In spring 1993, a study was conducted to re-validate the 1989 survey, gathering data on more campuses and updating the list of branch campuses. Forty-nine state systems of higher education were first surveyed to ascertain the number of two-year branch campuses. Twenty-eight states responded, resulting in 29 campuses not previously identified by the researcher. A revised version of the 1989 survey instrument was then mailed to 84 branch campuses, with 64 returning surveys for a response rate of 76%. Results of the study included the following: (1) 41% of campuses identified themselves as community colleges located within 100 miles of the main campus; (2) 41% of the branch campuses were governed by the main campus, while 38% were governed by a state board; (3) funding for 60% of the institutions came from direct state appropriations; (4) 40% of institutions had from 31 to 50 full-time faculty, while 36% had fewer than 30 full-time faculty; (5) the typical branch campus served between 501 and 1,500 students; (6) the typical student body was 20% vocational-technical education and 80% academic transfer; (7) typical teaching load for full-time faculty was between 12 and 14 credits; (8) only 8% of the campuses did not have an administrative council; and (9) the autonomy of branch campuses was indicated in local control of expenditures (83%), local faculty hiring (69%), and faculty tenure (97%). A list of resources; tables; and attachments featuring letters, survey instruments, and a list of colleges receiving surveys are included. (MAB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED358897

A REVALIDATION OF DUNLAP'S SURVEY TO DETERMINE THE PROFILE AND CRITICAL ISSUES OF LOWER DIVISION BRANCH CAMPUSES OF FOUR-YEAR INSTITUTIONS

by

Dean R. Hermanson

AN INDEPENDENT RESEARCH PROJECT IN FULFILLMENT
OF
CTLR 592
INDIVIDUAL RESEARCH IN EDUCATION ADMINISTRATION

Submitted to

Dr. G. Jean Thomas

University of North Dakota

Spring, 1993

JC 930 331

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

D.R. Hermanson

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

TABLE OF CONTENTS

Introduction . . . . . page 3

Purpose of the Study . . . . . page 4

Need for the Study . . . . . page 5

Methodology . . . . . page 6

Results of the State Department Mailing . . . . page 7

Survey Results . . . . . page 19

Conclusions . . . . . page 24

Applications for Further Research . . . . . page 25

Sources Consulted . . . . . page 27

Graphs:

Mission of Branch Campus.....graph 1
Average Age of Students.....graph 2
Cost per Credit Hour.....graph 3
Governing Board of Branch Campus.graph 4
Full-time Faculty.....graph 5
Part-time Faculty.....graph 6
Headcount.....graph 7
FTE.....graph 8
Teaching Load.....graph 9
Degrees Offered.....graph 10
Title of Executive Officer.....graph 11
Main Campus CEO.....graph 12

Tables:

Branch Executive Council.....table 1
Improve One Issue.....table 2

Attachments

State Department Letter of Request.....Attachment I

Survey Instrument.....Attachment II

Colleges that Received a Survey.....Attachment III

Tabulated Survey.....Attachment IV

INTRODUCTION

On November 10, 1987, the American Association of Community and Colleges (AACC) Board of Directors voted to establish the Council of Two-Year Colleges of Four-Year Institutions (Morgan). The approved mission reads:

> This council promotes the unique contribution of community colleges in partnership with four-year institutions. Focusing primarily on university branches and campuses that offer the associate degree, the council represents these institutions at professional meetings, attempts to increase their visibility in professional literature, and fosters interinstitutional communications and linkages (AACJC Membership Directory).

The Council of Two-Year Colleges of Four-Year Institutions quickly became nicknamed the "Two by Four" Council and met officially for the first time on April 27, 1988, in Las Vegas to approve a constitution and bylaws, elect officials, and establish goals. The establishment of the "Two by Four" Council, the sixteenth council within the American Association of Community Colleges, brings to fruition the dreams and hard work begun by Stanley Sahlstrom, formerly the provost at the University of Minnesota - Crookston, and Don A. Morgan, University of Minnesota.

The results of this pilot survey were presented at the 73rd Annual Convention of the American Association of Community Colleges in Portland on April 30, 1993, during one of the convention's concurrent sessions. The feedback obtained from participants

attending the convention was used to improve and provide further validation of the pilot survey instrument and to provide further refinement of the list of two-year colleges which are branches of four-year institutions.

Purpose of the Study

The purpose of this study was three-fold: to re-survey and re-validate Dunlap's 1989 survey of branch campuses, attempting to reach a greater number of campuses; to update and refine a list of two-year lower division public institutions in the United States which are identified as branch campuses of baccalaureate degree granting institutions; and to pilot a dissertation survey instrument which will be used to formulate further extensive research of branch campuses in the United States.

Need for the Study

In January, 1989, Dr. William S. Dunlap, Washburn University of Topeka, conducted a survey to determine "the administrative structure of member institutions of the Two by Four Council in relationship to the university in which they are housed and to examine the mission statements of these two year colleges. Secondarily, selected descriptive institutional data was also collected on member institutions." Thirty-one institutions were sent survey instruments with 24 responding (Dunlap 1989). The Two by Four Council was a small unit within the American Association of Community Colleges at the time of Dr. Dunlap's survey and had very little exposure to the potential number of institutions it was designed to serve.

Dr. Dunlap recommended the following issues/questions be included for further study:

1. The relationship between the university and the branch campus or community college unit.
2. Articulation of course work between the two-year college and other academic units of the university.
3. Is there shared control of academic matters of hiring, promotion and faculty tenure between the two year college and the university?
4. Is promotion and tenure policy different for two year college faculty than other university academic units?

5. Is there shared control of administrative matters in developing the two year college budget?

METHODOLOGY

To accomplish the goals of this study, two mailings were conducted. The first mailing was to forty-nine state systems of higher education, i.e., the state offices of community colleges in each state. The directory used was entitled *Forty-Nine State Systems, 1992 Edition*, published by the American Association of Community Colleges. A copy of the letter sent to the state agencies is identified as Attachment I. The results of this mailing are provided under the heading Results of State Department Mailing.

Dunlap's survey was reviewed and revised for the purposes of this study. The format was adjusted to improve the layout and to provide categories for ease in answering the questions. To address the specific issues for the purpose of this study, questions were added to gain information related to the definition of the term "branch campus," to gain additional information related to the identification of branch campuses in the United States, and to obtain input from the branch campus CEOs surveyed as to the relevance of the survey instrument. There was also a question added to Dunlap's survey requesting information from the respondents as to additional questions which should be asked to further profile branch campus affiliation issues. The survey instrument utilized is Attachment II.

One of the purposes of this research effort was to acquire a list of all two-year campuses affiliated with or considered to be branches of baccalaureate degree granting institutions. A list of institutions for the purpose of revalidating Dr. Dunlap's survey was needed. From the *1993 Higher Education Directory* and *The College Handbook, 1993 Edition*, a list of 84 institutions were identified as 'affiliated' with baccalaureate degree granting institutions. This list of institutions was mailed the survey instrument addressed to the campus Chief Executive Officer.

Results of the State Department Mailing

One of the goals of this research project was to identify, with as much accuracy as possible, the two-year lower division branch campuses of baccalaureate degree granting institutions, commonly referred to as community college branch campuses. A letter, Attachment I, was mailed to each of the State Departments identified in *Forty-Nine State Systems, 1992 Edition* as state agencies responsible for the community colleges within each state. The text is so named because, as stated in the Preface, "The response form South Dakota, while gratefully acknowledged, was not used in this edition because that state currently does not have any community colleges." The results from this survey are listed by each state and identified as follows:

Alabama

No response

Alaska

Affiliated with University of Alaska Fairbanks:

Northwest Campus
Pouch 400
Nome, AK 99762

Chukchi Campus
P.O. Box 297
Kotzebue, AK 99752

Kuskokwim Campus
P.O. Box 368
Bethel, AK 99559

College of Rural Alaska *
7th Floor Gruening
Fairbanks, AK 99775-0900

Affiliated with University of Alaska Anchorage:

Prince William Sound Community College
P.O. Box 97
Valdez, AK 99686

Kenai Peninsula College
34820 College Drive
Soldotna, AK 99669

Matanuska-Susitna College
P.O. Box 2889
Palmer, AK 99645

Shemya College Center *
PSC Box 227
Shemya Air Force Base
APO-AP Seattle, WA 96512

Kokiak College
117 Benny Benson Drive
Kodiak, AK 99615

Adak College Center *
Naval Air Station
PSC 486, Box 1336
FPO-AP, AK 96506-0009

Affiliated with University of Alaska Southeast:

Sitka Campus
1332 Seward Ave
Sitka, AK 99835-9498

Ketchikan Campus
7th and Madison
Ketchikan, AK 99901-5798

Arizona

Letter of response indicating no branch campuses.

Arkansas

Arkansas State University-Beebee Branch
P.O. Drawer H
Beebee, AR 72012

South Arkansas Community College *
300 South West Avenue
El Dorado, AR 71730

Southern Arkansas University - Tech
Camden, AR 71701

California

Letter of response indicating no branch campuses.

Colorado

No response

Connecticut

No response

Delaware

No response

Florida

No response

Georgia

No response

Hawaii

University of Hawaii Community Colleges:

Hawaii Community College
523 W. Lanikaula St.
Hilo, Hawaii 96720-3311

A note from the President, however, stated that as of July 1, 1991 Hawaii Community College was not a branch campus.

Honolulu Community College
874 Dillingham Boulevard
Honolulu, Hawaii 96817

Kapiolani Community College
4303 Diamond Head Road
Honolulu, Hawaii 96816

Kauai Community College
3-1901 Kaumualii Highway
Lihue, Hawaii 96766

Leeward Community College
96-045 Ala Ike
Pearl City, Hawaii 96782

Maui Community College
310 Kaahumanu Avenue
Kahului, Hawaii 96732

Windward Community College
45-720 Keaahala Road
Kaneohe, Hawaii 96744

Idaho

No response

Illinois

Letter of response indicating no branch campuses.

Indiana

Letter of response indicating no branch campuses.

Iowa

No response

Kansas

Kansas State University-Salina
College of Technology
Salina, Kansas 67401-8196

A letter from the Dean, however, stated that the College of Technology was not a two-year branch campus.

Kentucky

University of Kentucky Community College System:

Ashland Community College *
1400 College Drive
Ashland, KY 41101

Elizabethtown Community College *
College Street Road
Elizabethtown, KY 42701

Hazard Community College *
Hazard, KY 41701

Henderson Community College *
2660 South Green Street
Henderson, KY 42420

Hopkinsville Community College *
Hopkinsville, KY 42240

Jefferson Community College *
109 E. Broadway
Louisville, KY 40202-2005

Lexington Community College *
University of Kentucky
206G. Oswald Building, Cooper Dr.
Lexington, KY 40506-0235

Madisonville Community College *
Madisonville, KY 42431

Maysville Community College *
Maysville, KY 42056

Owensboro Community College *
4800 New Hartford Road
Owensboro, KY 42303-1899

Paducah Community College *
P.O. Box 7380
Paducah, KY 42002-7380

Prestonsburg Community College *
One Bert T. Combs Drive
Prestonburg, KY 41653-9502

Somerset Community College *
808 Monticello Road
Somerset, KY 42501

Southeast Community College *
Cumberland, KY 40823

Louisiana

No response

Maine

No response

Maryland
No response

Massachusetts
No response

Michigan
No response

Minnesota
Letter of response indicating no branch campuses.

Mississippi
Letter of response indicating no branch campuses.

Missouri
No response

Montana
No response

Nebraska

Nebraska College of Technical Agriculture *
P.O. Box 69
Curtis, NE 69025-0069

Nevada
No response

New Hampshire
No response

New Jersey
Letter of response indicating no branch campuses.

New Mexico

Eastern New Mexico University-Roswell Branch
Box 6000
Roswell, NM 88202-6000

Eastern New Mexico University-Clovis Community College *
417 Schepps Blvd
Clovis, NM 88101

New Mexico State University-Alamogordo Branch
P.O. Box 477
Alamogordo, NM 88310

New Mexico State University-Carlsbad Branch
1500 University Drive
Carlsbad, NM 88220

New Mexico State University-Dona Ana Branch
Campus Box 3DA
Las Cruces, NM 88003-0105

New Mexico State University-Grants Branch
1500 Third Street
Grants, NM 87020

University of New Mexico-Gallup Campus
200 College Road
Gallup, NM 87301

University of New Mexico-Los Alamos Campus *
4000 University Drive
Los Alamos, NM 87544-1999

University of New Mexico-Valencia Campus *
280 La Entrada
Los Lunas, NM 87031

New York
No response

North Carolina
No response

North Dakota

UND-Williston
Williston, ND 58801

UND-Lake Region
Devils Lake, ND 58301

NDSU-Bottineau
Bottineau, ND 58318

Ohio

University of Cincinnati
Raymond Walters College
9555 Plainfield Rd
Cincinnati, OH 45236

Kent State University
Trumbull Regional Campus
4314 Mahoning Ave NW
Warren, OH 44483

University of Cincinnati
Clermont General and Technical College
College Drive
Batavia, OH 45103

Kent State University
Stark County Regional Campus
6000 Frank Road NW
Canton, OH 44720

University of Toledo *
University Community and Technical College
2801 West Bancroft
Toledo, OH 43606

Kent State University
Salem Regional Campus
2491 S.R. 45 South
Salem, OH 44460

Ohio State University
Marion Campus
1465 Mt. Vernon Ave
Marion, OH 43302

Bowling Green State University
Firelands College
901 Rye Beach Road
Huron, OH 44839

Ohio University *
Southern Campus
1701 South 7th Street
Ironton, OH 45638

Kent State University
East Liverpool Campus
400 East 4th Street
East Liverpool, OH 43920

Miami University
Middletown Campus
4200 East University Blvd.
Middletown, OH 45042

Ohio State University
Newark Campus
University Drive
Newark, OH 43055

Kent State University
Geauga Regional Campus
4111 Claridon-Troy Road
Burton Twp, OH 44021

Wright State University
Lake Campus
7600 State Route 703
Celina, OH 45822

OMI College of Applied Science *
University of Cincinnati
2220 Victory Parkway
Cincinnati, OH 45206

Ohio University
Zanesville Campus
1425 Newark Road
Zanesville, OH 43701

Kent State University
Ashtabula Regional Campus
3325 West 13th Street
Ashtabula, OH 44004

Ohio State University
Lima Campus
4240 Campus Drive
Lima, OH 45804

Ohio University
Chillicothe Campus
Box 629
Chillicothe, OH 45601

Ohio State University
Agricultural Tech Institute
1328 Dover Road
Wooster, OH 44691

Ohio University
Belmont Campus
5425 National Road
St. Clairsville, OH 43950

Ohio State University
Mansfield Campus
1680 University Drive
Mansfield, OH 44906

Kent State University
Tuscarawas Regional Campus
University Drive NE
New Philadelphia, OH 44663

University of Akron *
Community and Technical College
302 East Buchtel Ave
Akron, OH 44325

Miami University
Hamilton Campus
1601 Peck Blvd
Hamilton, OH 45011

University of Akron
Wayne College
10470 Smucker Road
Orrville, OH 44667

Ohio University
Lancaster Campus
1570 Granville Pike
Lancaster, OH 43130

Youngstown State University *
College of Applied Science & Technology
Wick Avenue
Youngstown, OH 44555

Oklahoma

Oklahoma State University
Technical Branch - Okmulgee
1801 East 4
Okmulgee, OK 74447-3998

Oklahoma State University
Technical Branch - Oklahoma City
900 North Portland
Oklahoma City, OK 73107-6187

Southwestern Oklahoma State University
Sayre Campus
100 Campus Drive
Weatherford, Oklahoma 73096-3098

Oregon

Letter of response indicating no branch campuses.

Pennsylvania

Letter of response indicating no branch campuses.

Rhode Island

No response

South Carolina

University of South Carolina-Beaufort
800 Carteret Street
Beaufort, SC 29902

University of South Carolina-Lancaster
P.O. Box 889
Lancaster, SC 29721

University of South Carolina-Salkehatchie
P.O. Box 617
Allendale, SC 29810

University of South Carolina-Sumter
Miller Road
Sumter, SC 29150

University of South Carolina-Union
P.O. Drawer 729
Union, SC 29379

South Dakota

No response

Tennessee

No response

Texas

Lamar University at Orange
410 Front Street
Orange, TX 77630

A note from the President, however, stated that Lamar University at Orange was not a branch campus.

Lamar University at Port Arthur *
P.O. Box 310
Port Arthur, TX 77641-0310

Lamar University Institute of Technology *
P.O. Box 10001
Beaumont, TX 77710

Utah

No response

Vermont

No response

Virginia

Richard Bland College
11301 Johnson Road
Petersburg, VA 23805

Washington
Letter of response indicating no branch campuses.

West Virginia
Potomac State College of West Virginia University
Keyser, WV 26726

Wisconsin
Letter of response indicating no branch campuses.

Wyoming
No response

Twenty-one states did not respond to the request for information regarding the existence of branch campuses. Of the twenty one states not responding, nineteen states were not identified as having branch campuses during the search of directories for branch campuses. The Louisiana state system did not respond to my request for names and addresses of branch campus, but three campuses were identified in *The College Handbook* as branch campuses. One of these colleges - Louisiana State University at Eunice - responded to the survey. The Pennsylvania state department responded with a letter stating that they did not have branch campuses. However, seventeen campuses were identified as branch campuses in *The College Handbook*. These seventeen campuses were included in the survey with eleven campuses responding to the survey.

Consequently, the lack of response from twenty-one state departments is not a major concern because *The College Handbook* did not identify branch campuses in nineteen of these states. The remaining two states did list branch campuses in the directory. The lack of verification, however, is a concern because the research does not confirm that branch campuses are non-existant in

these nineteen states.

A total of twenty-nine institutions were identified in the responses from the state systems which were not previously identified as branch campuses by this researcher. Therefore, the total number of branch campuses, as identified by this research, is 113 campuses. Those campuses identified with the asterisk (*) have been determined to be branch campuses not previously identified by the researcher in *The College Handbook* or in the *1993 Higher Education Directory*. The eighty-four campuses identified in the directories are listed in Attachment III.

Survey Results

The survey instrument developed for this research effort is identified as Attachment II. Eighty-four campuses were mailed the survey with sixty-four campuses responding for a 76% response rate. A large percentage of the campuses (41%) identified themselves as community colleges (Graph 1) located within 100 miles of the main campus. Thirty-nine percent of the campuses stated that the average age of their students fell within the 27-30 age group (Graph 2). Graph 3 indicates that 40% of the campuses surveyed charge between $41 and $60 per credit hour.

The governing board of the branch campus is the main campus

for 41% of the institutions with a State Board governing 38% of the campuses (Graph 4). In 60% of the institutions the source of funds is direct state appropriations to the campus.

The branch campus is typically a small institution as identified by Graph 5 with 36% of the institutions having fewer than 30 full-time faculty and 40% of the institutions having 31 to 50 full-time faculty. Graph 6 indicates a nearly even distribution of part-time faculty among the four categories with 32% of the institutions having 30 or fewer part-time instructors, 26% having 31 to 50 part-time, 18% of the institutions having 51 to 70 part-time instructors, and 25% of the institutions having 71 or more part-time faculty.

The typical branch campus will serve between 501 and 1500 students as identified in Graph 7. Fewer than ten institutions had more than 2500 students or fewer than 500 students. Sixteen campus were identified as serving a student body of 1501 to 2500 students. The largest category of full time equivalent students (39 campuses) during the Fall term 1992 was between 501 and 1500 students. All other categories were less than 10 institutions as identified by Graph 8. The typical student body was determined to be 20% vocational-technical education and 80% academic transfer. Students did gain some preferential status at the main campus with 47% of the campuses indicating an advantage for admittance to selected enrollment programs. Students were also considered jointly admitted at the main and branch campus when taking courses at the branch campus in 57% of the responses.

The typical teaching load for full-time faculty was between 12 and 14 credits as identified by Graph 9. Sixteen institutions identified their teaching loads as 15 or more credit hours.

The institutions indicated a relationship of mutual benefit in 60% of the responses, 25% indicated branch campus autonomy, and 15% of the campuses indicated a negative relationship with the main campus where creativity seems stifled on the branch campus. Graph 10 identifies the degrees offered by branch campuses with the Associate of Arts degree the most common.

Graph 11 identifies the titles of the branch campus executive officer. The responses were even more varied than the graph indicates as all titles including "Dean" were combined, i.e., Executive Dean, Dean of the Campus, and Dean of University were combined in this response.

The branch campus CEO reports typically to the Provost and Vice President of Academic Affairs at the main campus as indicated by the responses in the Graph 12. Other responses were nearly equally distributed between deans, presidents, directors, chancellors, and vice provosts.

The branch campus typically has an administrative council (8% of the campuses did not have a council) with an average of 6 council members representing instruction, business affairs, students, and program directors. The wide range of administrative positions and areas of representation are identified in Table 1.

The autonomy of the branch campus was evident and supported in the responses related to local control of expenditures (83%), and

most campuses (69%) hire their own faculty. On nearly every campus (97%), faculty at the branch campus receive tenure and in 60% of the responses, tenure at the branch campus applies to the main campus. On most campuses, the branch campus curriculum committee determines the programs and courses to be taught. On 10 campuses (17%) the main campus determines the curriculum and on 18 campuses (31%) both main and branch campus determine courses and programs.

There is evidence of main campus support and assistance in the responses received from branch campuses regarding functions performed at the main campus: personnel records - 48%; payroll - 72%; audit - 65%; and student transcripts - 65%. Also, 57% of the campuses indicated the endowment at the main campus supported their functions.

Table 2 is a consolidation of the responses to the question "If you could improve one main campus-branch campus relationship issue, what would that be?" One respondent stated, "The acceptance by the Main Campus that we are a legitimate institution." This statement typified the consolidation of the responses related to this issue.

When asked how to define a branch campus, one respondent stated "I would not." This probably best summarizes the multitude of answers received from those completing the survey as no common theme emerged among the respondents. A discussion at a recent national conference with a branch campus CEO (Dr. Eldon Miller, West Virginia University-Parkersburg) revealed his definition of a branch campus as a higher education center, due to this

institution's role of offering associate through masters level programs as a branch campus. Dr. Miller also stated that no one understood exactly what the term meant, but he was encouraged to procede because no other definition seemed any more appropriate.

Some respondents reflected on the accuracy of the survey instrument, both positively and negatively, when asked to comment on the information requested in the survey. Respondents were also requested to identify other issues they believed would further address the relationship between branch and main campus. In sum, the issue of communications and status within the university structure is a concern and will probably be an ongoing concern of branch campuses.

Conclusions

The purposes of this study were three-fold: to re-survey and re-validate Dunlap's 1989 survey of branch campuses, attempting to reach a greater number of campuses; to update and refine a list of two-year lower division public institutions in the United States which are identified as branch campuses of baccalaureate degree granting institutions. Dr. Dunlap's survey was mailed to thirty-one institutions with twenty-four returns. The eighty-four institutions identified by this researcher has expanded and contributed to the research available regarding branch campuses. Furthermore, an extensive list of branch campuses has been compiled to enhance the availability of this resource for future study. To an undetermined extent, the study identified those institutions which are public branch campuses of baccalaureate degree granting institutions.

The focus of this study centered on the profile of branch campuses, i.e., the size, function, role, governance, and services of branch campuses. The study also identified a number of concerns from the branch campus perspective regarding the relationship between the branch campus and the main campus. Of greatest concern to branch campus CEOs were the issues dealing with respect and support, cooperation, and equitable treatment from the main campus. Because only 2% of the respondents stated they wanted to "retain present relations," it can be concluded that further research could be conducted regarding the cooperative efforts between branch and

main campus.

Many respondents opposed the use of the term "branch" campus and appeared to prefer the terms extended or regional campus in reference to their relationship with the main campus. One participant at the AACC 73rd Annual Conference expressed concern over the term branch campus because they were a two year lower division campus co-located on the main campus. The survey identified one campus as a co-located campus. Nonetheless, the relationship issues between branch and main campus seemed to be of equal concern to the administrator co-located with the main campus.

Branch campuses are definitely an anomaly. They offer the two year associate degrees and more. Comparing the branch campus's mission, role, and scope to traditional community, technical, and junior colleges serves to identify issues of greater differences than to identify commonalities. These differences exist in governance structure, source of funding, records management, curriculum, and degrees offered.

Applications for Further Research

From the results of this survey, there is evidence that further research could be conducted to:

1. assess the working relationships between main and branch campuses. The perspective of the main campus administrator could be surveyed in relationship to the

branch campus CEO's perspective regarding cooperative processes, services to students, curriculum matters, and communications.

2. determine if a branch campus relationship actually improves services to students in a cost effective manner.
3. determine if the size of the branch campus is a determining factor for types and extent of services provided by the main campus.

Sources Consulted

The College Board. *The College Handbook*. New York: College Entrance Exam Board, 1993.

Dunlap, William S. "*Administrative Governance and Mission of Two Year Colleges Within Universities.*" Unpublished Photocopy: Washburn University, 1989.

Higher Education Publications, Inc. *The HEP Higher Education Directory*. Virginia: 1993

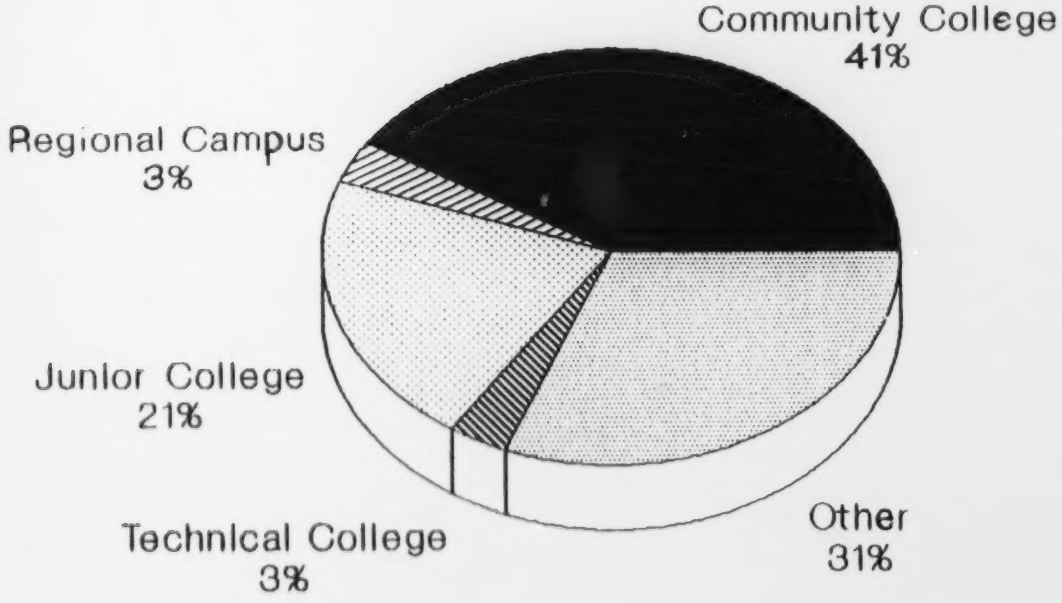
Mahoney, Jim and Sallis, Lela. *American Association of Community and Junior Colleges Membership Directory 1992*. Washington, D.C.: American Association of Community and Junior Colleges, 1992.

Morgan, Don A. "*AACJC's Newest Council: The Two by Four.*" Unpublished Photocopy, 1988(?).

Tollefson, Terrence A. and Fountain, Ben E. *Forty-Nine State Systems, 1992 Edition*. Washington, D.C.: American Association of Community Colleges, 1992.

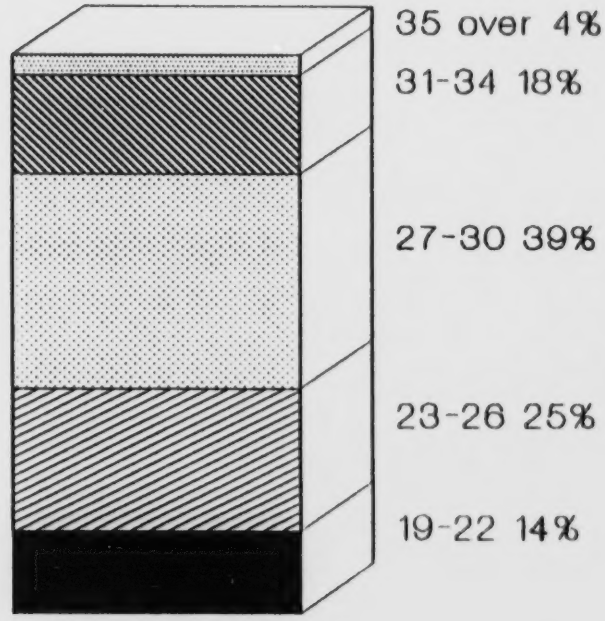
GRAPHS

BRANCH CAMPUSES
Mission of Branch Institution



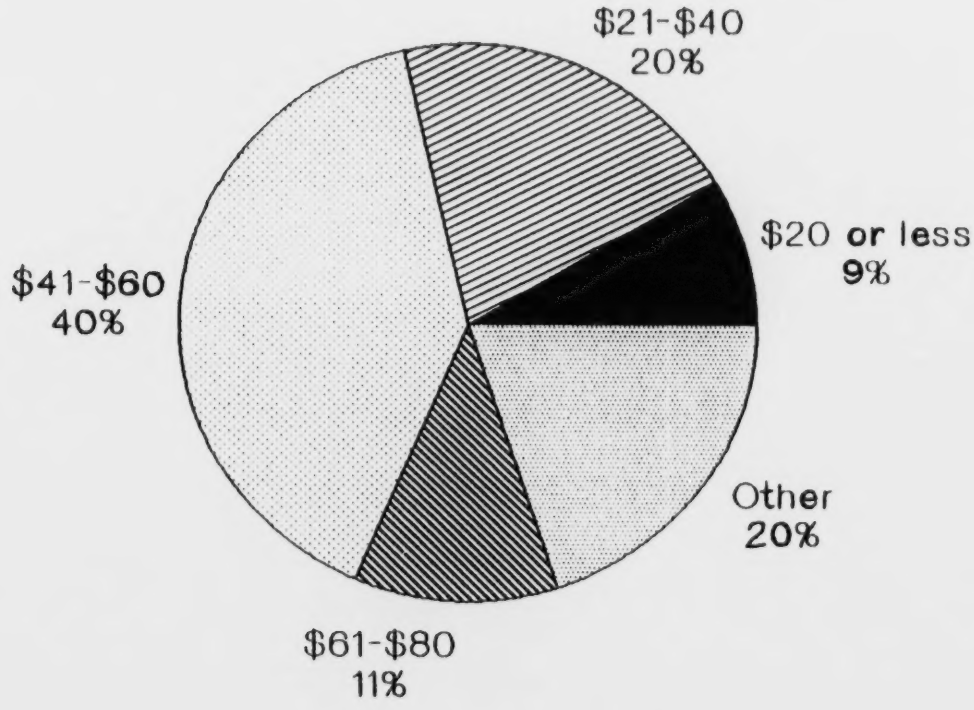
Graph 1

BRANCH CAMPUSES
Average Age of Students



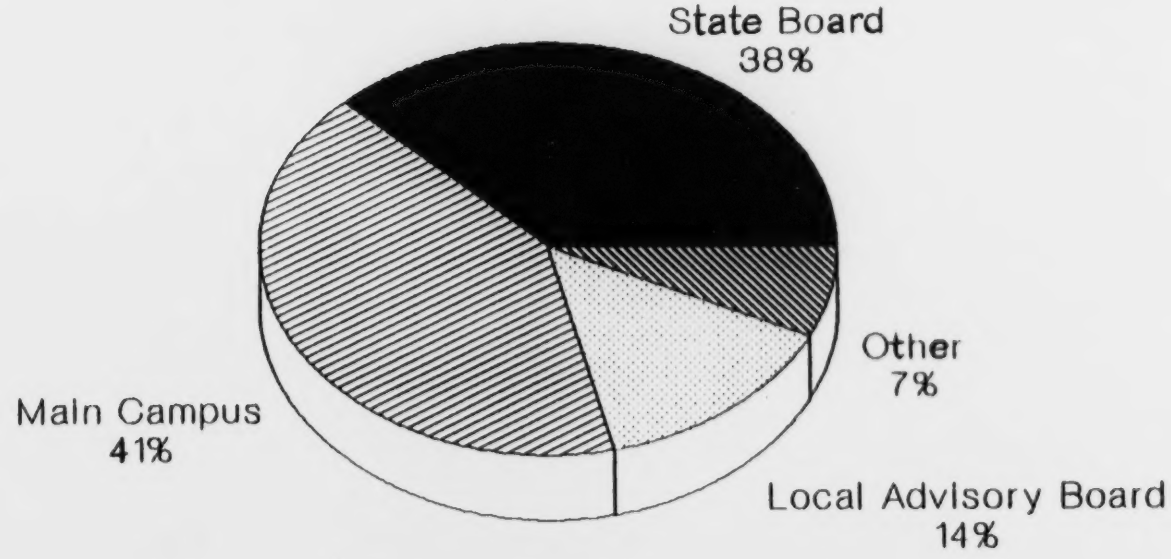
Graph 2

BRANCH CAMPUSES
Cost per credit hour



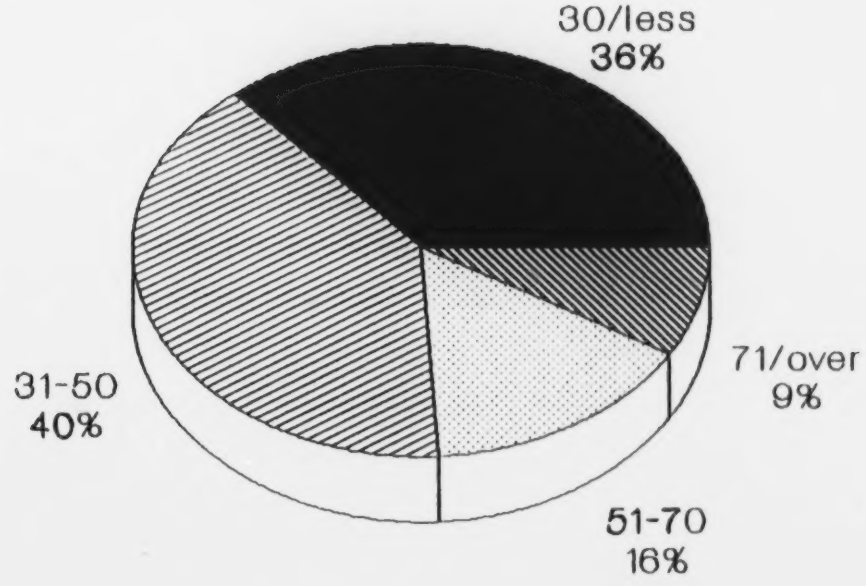
Graph 3

BRANCH CAMPUSES
Governing Board of Branch Campus



Graph 4

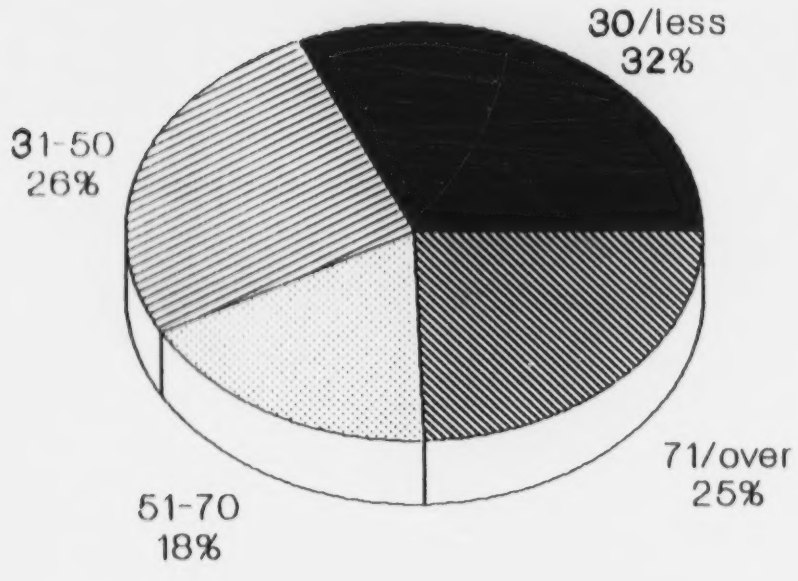
BRANCH CAMPUSES
Full-time faculty



Number of Faculty

Graph 5

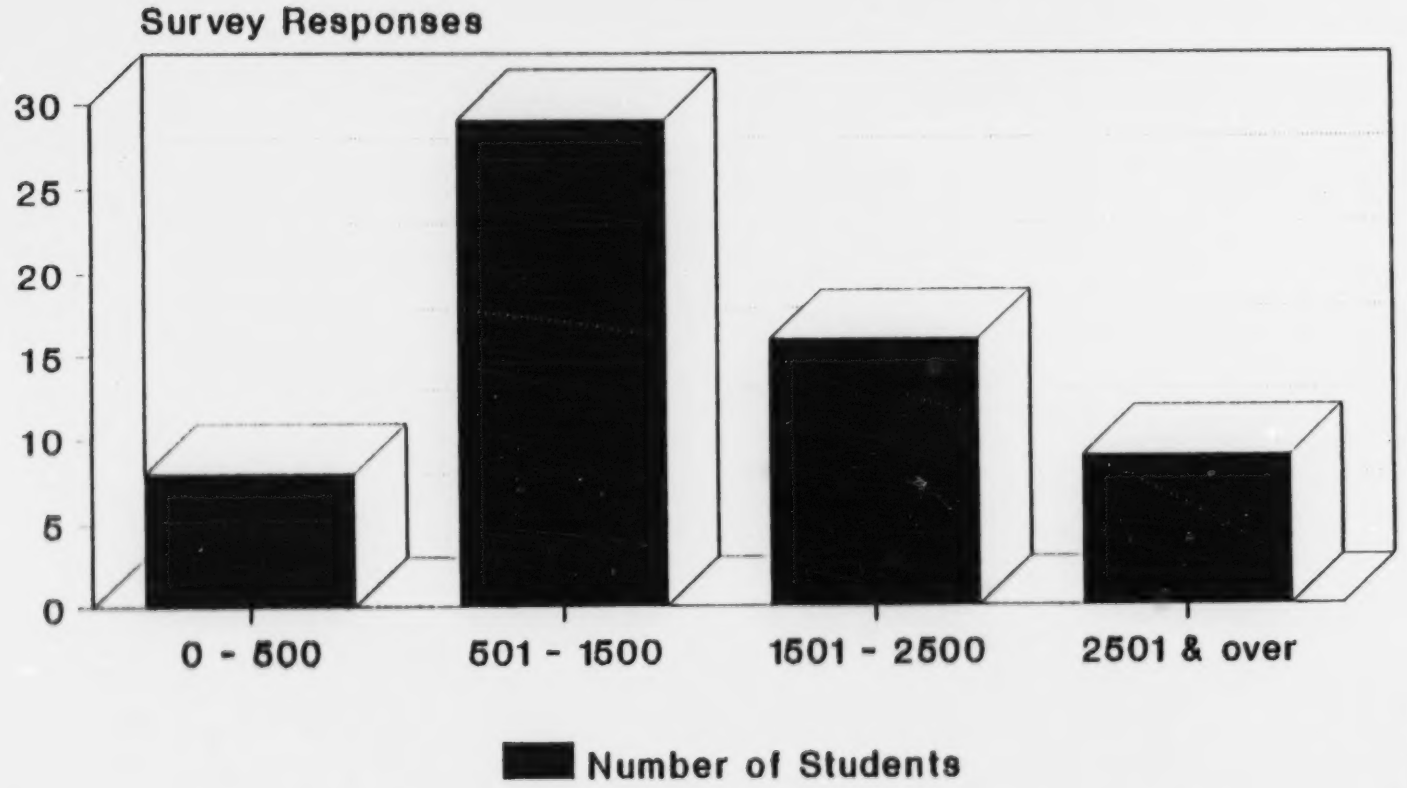
BRANCH CAMPUSES
Part-time faculty



Number of Faculty

Graph 6

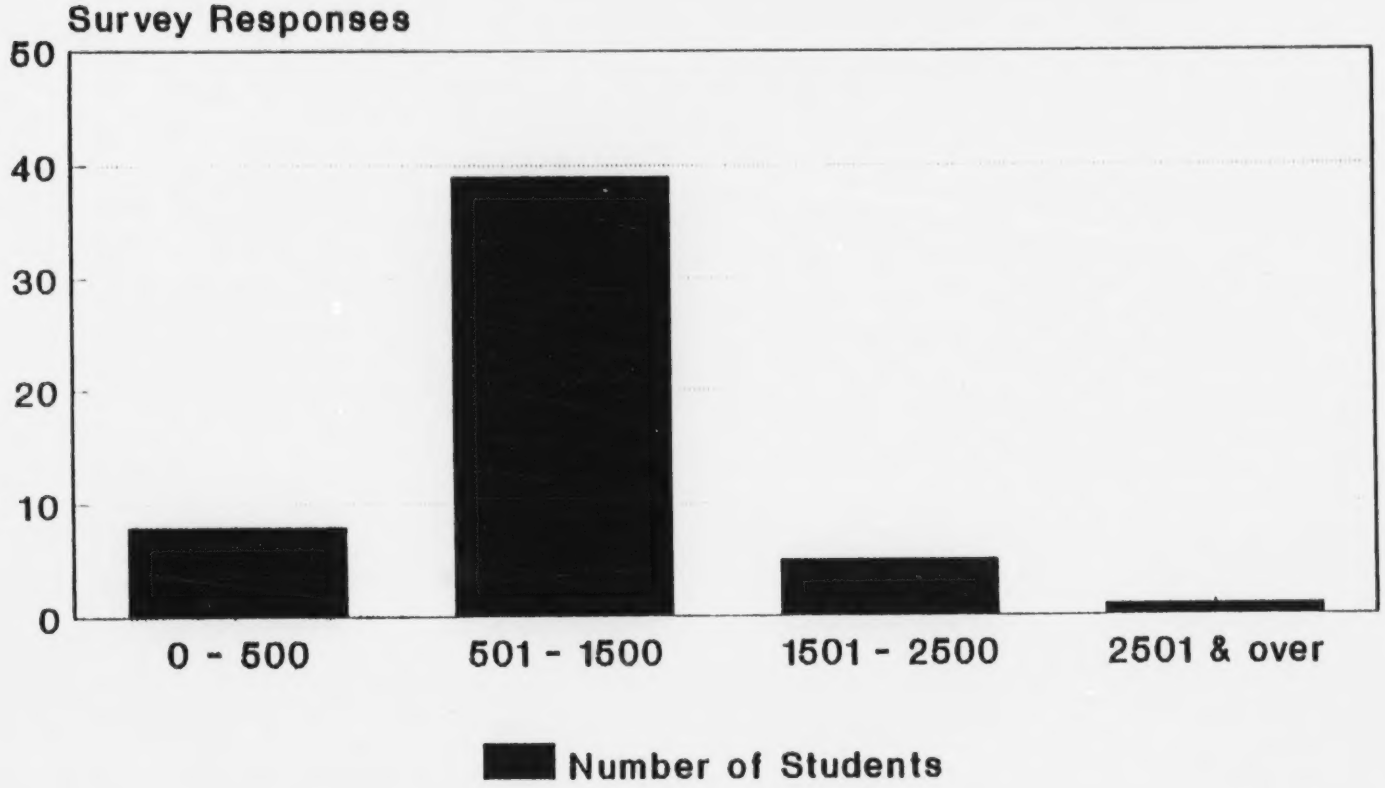
BRANCH CAMPUSES
Headcount - Fall 92



Graph 7

BRANCH CAMPUSES

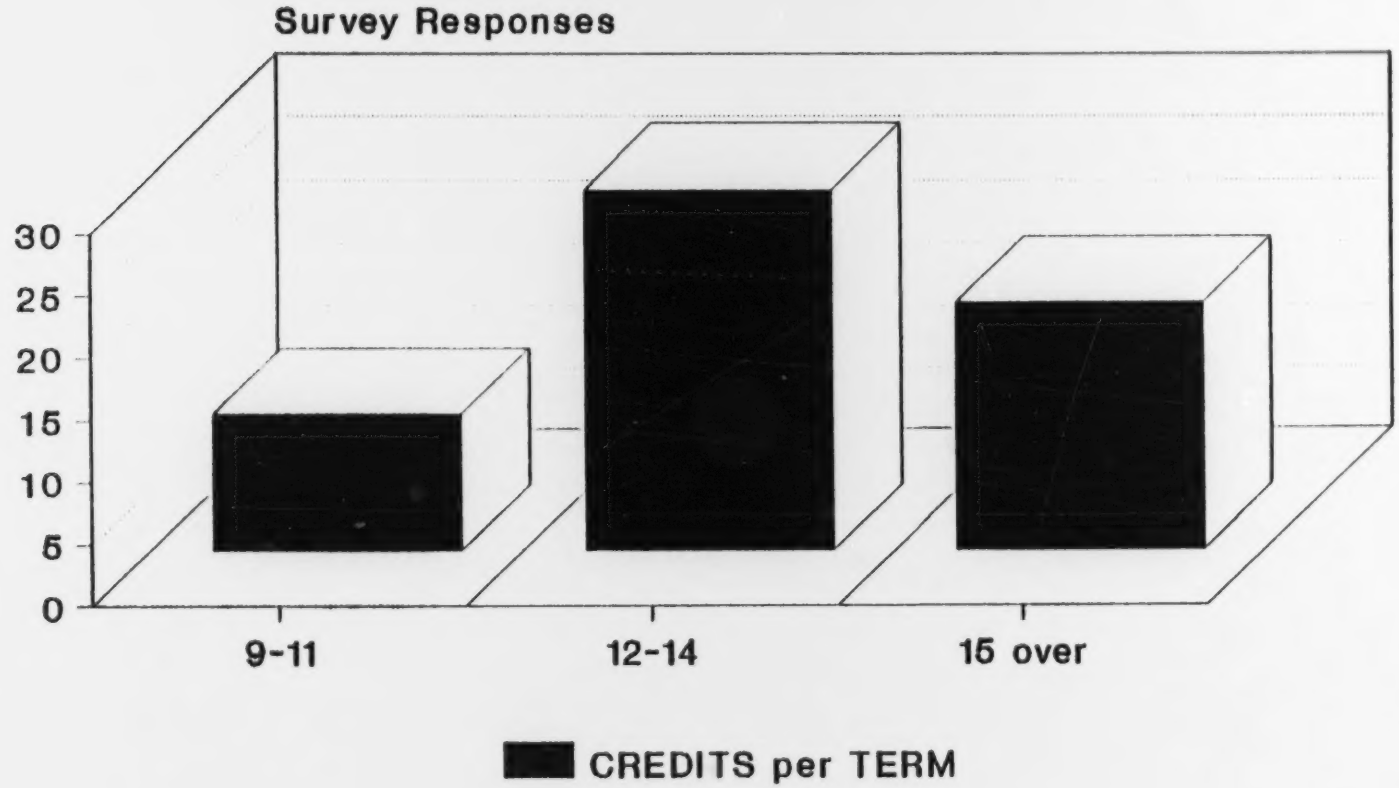
Full time Equivalent - Fall 92



Graph 8

BRANCH CAMPUSES

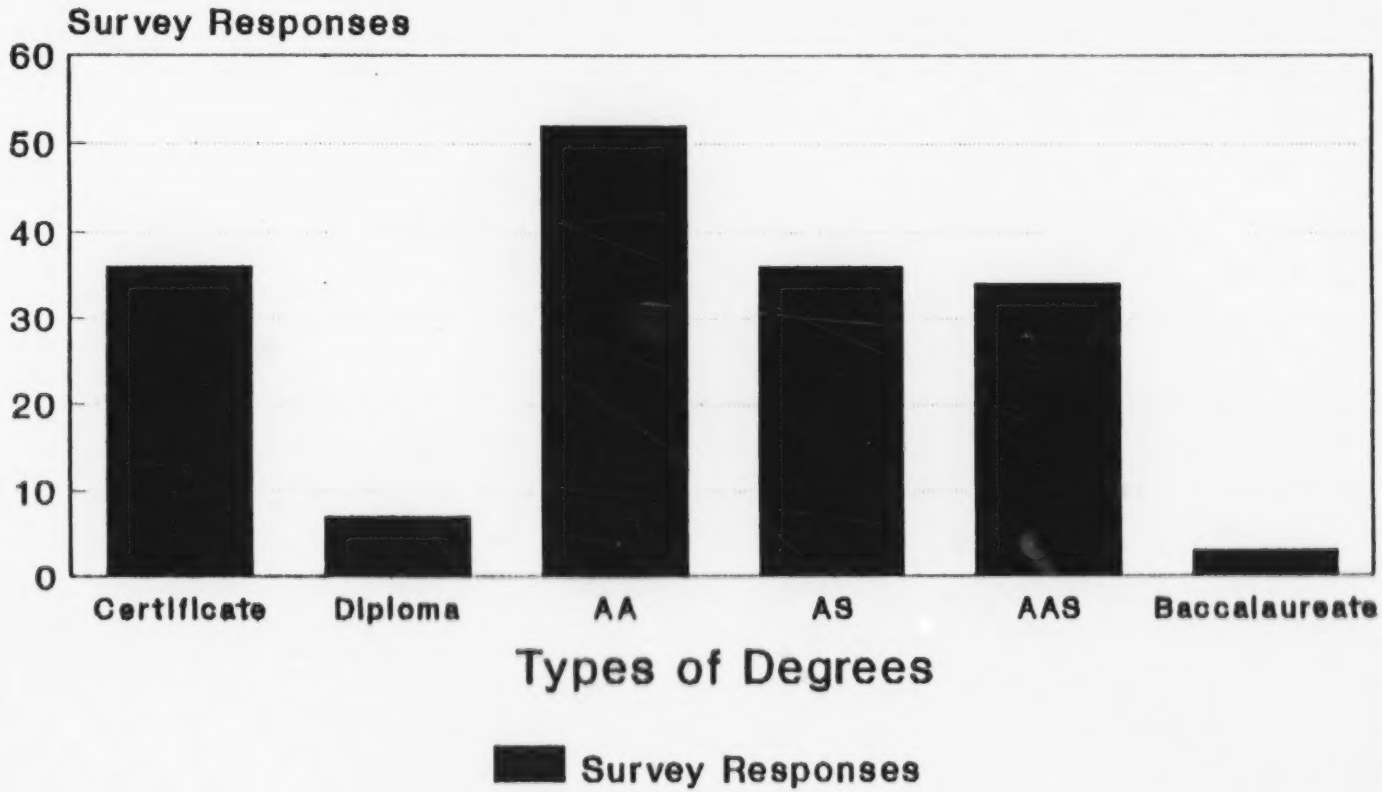
Teaching Load Full time faculty



Graph 9

BRANCH CAMPUSES

Degrees offered

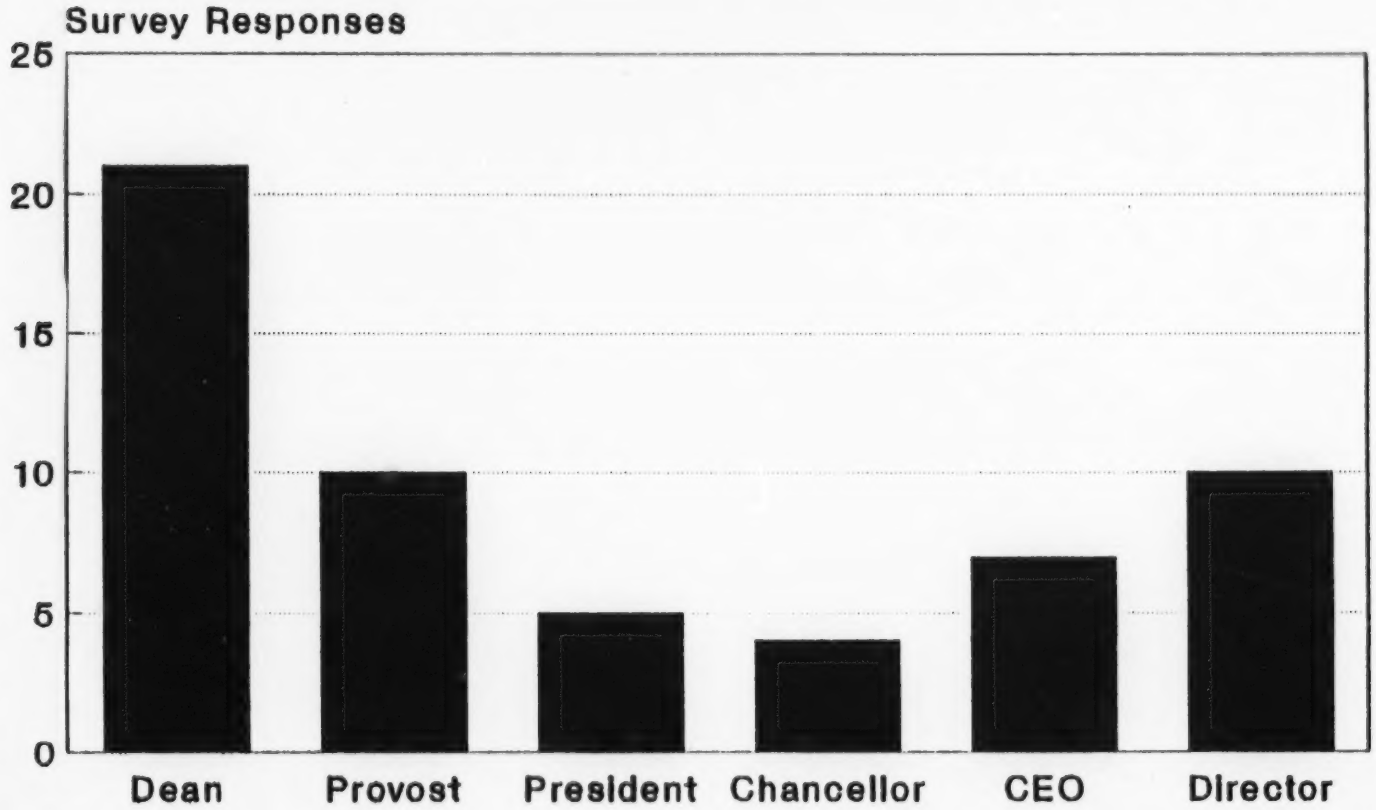


Graph 10

43

BRANCH CAMPUSES

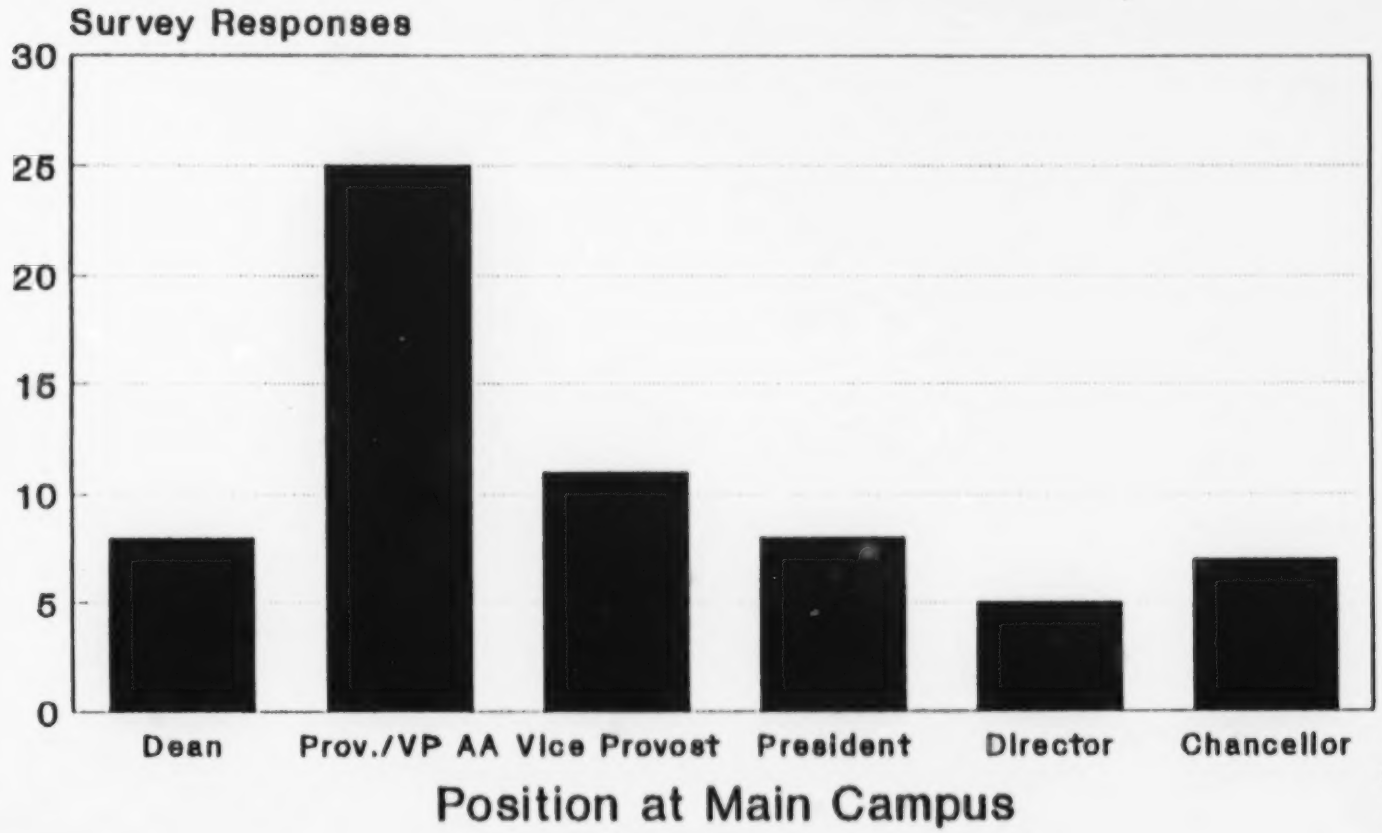
Title of Branch Executive Officer



Graph 11

BRANCH CAMPUSES

Branch CEO reports to at Main Campus



Graph 12

ATTACHMENTS

Attachment I

January 4, 1993

**

Dear

I am attempting to locate and profile two year colleges that are branch campuses of four year institutions. This project will be submitted to Dr. Jean Thomas at the University of North Dakota in partial fulfillment of degree requirements toward the Doctorate of Education degree.

To our knowledge, there does not exist a directory which identifies campuses that are branches of baccalaureate degree granting institutions. The colleges that we are interested in tabulating are those that are governed by baccalaureate degree granting institutions and offer Freshman and Sophomore level courses - either college transfer and/or vocational/technical courses.

Please provide us with the name of the CEO, title, and address for any institution which you perceive to be a branch campus and return in the envelope provided to:

Dean Hermanson
Dean of Instruction
UND-Lake Region
1801 College Drive North
Devils Lake, ND 58301-

Your assistance is greatly appreciated. Please call 701-662-1506 if you have a question.

Sincerely

Dean Hermanson
Dean of Instruction

PROFILE OF BRANCH CAMPUSES SURVEY INSTRUMENT

Questions? Call Dean Hermanson at 1-800-443-1313

FACTS ABOUT YOUR INSTITUTION

1. Name of Institution: _____
   City: _____ State: _____
   Name of Main Campus: _____

2. Which term best describes your institution:
   ☐ *Community College* ☐ *Junior College* ☐ *Technical College*
   ☐ *Does not describe this Institution, not a Two-year Branch of a Four-year Campus*

3. Distance from main campus: _____ miles ☐ co-located

4. In terms of governance and your flexibility, do you consider your branch to be:
   ☐ *nearly autonomous with extensive flexibility*
   ☐ *some flexibility is available; control from main campus is of mutual benefit*
   ☐ *controlled by main campus - creativity seems stifled.*

5. Number of students Fall 1992 - headcount:

☐ less than 500	☐1001-1500
☐ 500-1000	☐2001-2500
☐1501-2000	☐3001-3500
☐2501-3000	☐over 4001
☐3501-4000	

6. Number of students Fall 1992 - FTE:

☐ less than 500	☐1001-1500
☐ 500-1000	☐2001-2500
☐1501-2000	☐3001-3500
☐2501-3000	☐over 4001
☐3501-4000	

7. Percentage of student body in vocational/technical programs:

☐less than 20%	☐21% to 35%	☐36% to 50%
☐51% to 65%	☐66% to 80%	☐over 81%

8. Percentage of student body in academic transfer programs:

☐less than 20%	☐21% to 35%	☐36% to 50%
☐51% to 65%	☐66% to 80%	☐over 81%

9. Average Age of student body:
☐19-22 ☐23-26 ☐27-30
☐31-34 ☐34-37

10. ☐ Quarter system ☐ Semester system Cost per credit hour:
☐less than $20 ☐$21-$30 ☐$31-$40
☐$41-$50 ☐$51-$60 ☐$61-$70

11. Number of full-time faculty:
☐less than 30 ☐31-40 ☐41-50
☐51-60 ☐61-70 ☐over 71

12. Number of part-time faculty:
☐less than 30 ☐31-40 ☐41-50
☐51-60 ☐61-70 ☐over 71

13. Full time faculty teach approximately _____ credits/term.

14. Degrees offered (check all that apply):
☐ *Certificate (one year or less)* ☐ *Diploma (up to 2 years)* ☐ *Associate of Arts*
☐ *Associate of Science* ☐ *Associate of Applied Science* ☐*other*

GOVERNANCE ISSUES

15. The governing board of the branch campus is _____

_____

16. Title of the Chief Executive Officer of the branch campus: _____

_____

17. To whom does the branch campus CEO report? Please give the title of the position, e.g., President, Provost, VP of Academic Affairs _____

_____

18. Identify the positions at the Branch Campus that serve on the Administrative Council of the Branch Campus:

_____

_____

_____

_____

_____

19. How is the branch campus budget determined? (Main campus line item, state appropriations direct to the campus) _____

_____

20. Who approves expenditures/controls the branch campus budget:
☐ *Branch Campus* ☐ *Main Campus Personnel* ☐ *other* (explain) _____

_____

21. Faculty are hired/selected by ☐ *Main Campus* ☐ *Branch Campus.*

22. Faculty promotion is determined by ☐ *Main Campus* ☐ *Branch Campus.*

23. Do branch campus faculty receive tenure? ☐ *No* ☐ *Yes.*

24. Tenure status received at the Branch Campus applies to Main Campus
☐ *No* ☐ *Yes.*

25. New Programs/courses taught at the Branch Campus are approved by the curriculum committee at the:
☐ *Main Campus* ☐ *Branch Campus.*

26. Is the branch campus accredited separately from the main campus?

☐ *No* ☐ *Yes. Accredited by* _____

STUDENT SERVICES ISSUES

27. Students admitted at the branch campus are also enrolled at the main campus
☐ *No* ☐ *Yes.*

28. Students who transfer from the branch campus receive preferential status in limited or selected enrollment programs at the main campus ☐ *No* ☐ *Yes.*

MAIN CAMPUS SUPPORT

29. What functions are performed at the main campus? Please check all that apply:
☐ *Personnel Records* ☐ *Purchase Order Requests* ☐ *Student Transcripts*
☐ *Audit* ☐ *Payroll* ☐ *Purchasing* ☐ *Student Financial Aid*
☐ *other* _____
☐ *other* _____

30. Does the Branch Campus have an endowment fund? ☐ *No* ☐ *Yes.*

31. Does the Branch Campus have an endowment fund separate from the Main Campus?
☐ *No* ☐ *Yes*

32. Does the Main Campus endowment support activities at the Branch Campus?
☐ *No* ☐ *Yes.*

33. How would you rate main campus - branch campus relations?
☐ *satisfactory* ☐ *lukewarm/tolerable* ☐ *unsatisfactory*

34. If you could improve one main campus - branch campus relationship issue, what would that be? _____

35. How would you define a branch campus? _____

_____

_____

36. Very little is understood about the governance of Branch Campuses. Please comment regarding the information requested in this survey. Are there other issues that you would like to see in a survey about branch campuses? _____

_____

_____

37. Please identify other institutions in your state that are lower division branch campuses of baccalaureate degree granting institutions. Please use the reverse side of this survey.

Please return to:
Dean Hermanson
UND-Lake Region
1801 College Drive North
Devils Lake, ND 58301-1598

Chief Executive Officer
University of Hawaii: West Oahu
96-043 Ala Ike
Pearl City HI 96782

Chief Executive Officer
Dona Ana CC of New Mexico State Univ
Box 30001
Las Cruces NM 88003

Chief Executive Officer
University of Cincinnati: Access Colleges
100 French Hall
Cincinnati OH 45221

Ms. Ginger I. Steffy Director
U of Alaska Anchorage, Kenai Peninsula College
34820 College Drive
Soldotna AK 99669

Ms. Carol Hagel Director
U of Alaska Anchorage, Kodiak College
117 Benny Benson Dr
Kodiak AK 99615

Dr. Glenn F. Massay Director
U of Alaska Anchorage, Matanuska-Susitna College
Box 2889
Palmer AK 99645

Mr. Lynn R. Johnson Campus Director
U of Alaska Fairbanks, Chukchi Campus
P O Box 297
Kotzebue AK 99752

Mr. David D. Williams Campus Director
U of Alaska Fairbanks, Kuskokwim Campus
Box 368
Bethel AK 99559

Ms. Nancy M. Mendenhall Campus Director
U of Alaska Fairbanks, Northwest Campus
Pouch 400
Nome AK 99762

Dr. Frances Feinerman Campus Director
U of Alaska Southeast, Ketchikan Campus
2600 7th Ave
Ketchikan AK 99901

Dr. Elaine Sunde Campus Director
U of Alaska Southeast
1332 Seward Ave
Sitka AK 99835

Dr. Jo Ann McDowell President
Prince William Sound Community College
Valdez AK 99686

Mr. William H. Owen Jr. Chancellor
Arkansas State University, Beebe Branch
P O Drawer H
Beebe AR 72012

Dr. George J. Brown Chancellor
Southern Arkansas University Tech
SAU Tech Station
Camden AR 71701

Ms. Sandra Sakaguchi Provost
U of HawaiiHawaii Community College
523 W. Lanikaula St
Hilo HI 96720

Dr. Peter R. Kessinger Provost
U of Hawaii Honolulu Community College
874 Dillingham Blvd
Honolulu HI 96817

Mr. John Morton Provost
U of Hawaii Kapiolani Community College
4303 Diamond Head Rd #213
Honolulu HI 96816

Mr. David Iha Provost
U of Hawaii Kauai Community College
3-1901 Kaumualii Hgwy
Lihue HI 96766

Dr. Barbara B. Polk Provost
U of Hawaii Leeward Community College
96-045 Ala Ike
Pearl City HI 96782

Dr. Clyde Sakamoto Provost
U of Hawaii Maui Community College
310 Kaahumanu Ave
Kahului HI 96732

Dr. Peter T. Dyer Provost
U of Hawaii Windward Community College
45-720 Keaahala Rd
Kaneohe HI 96744

Dr. Dale W. Alspaugh Chancellor
Purdue University North Central Campus
1401 S US 421
Westville IN 46391

Mr. Jack C. Henry Dean
Kansas State Univ-Salina College of Tech
2409 Scanlan Ave
Salina KS 67401

Dr. Ben F. Martin Chancellor
Louisiana State University at Alexandria
8100 Hwy 71 S
Alexandria LA 71302

Dr. Michael Smith Chancellor
Louisiana State University at Eunice
P O Box 1129
Eunice LA 70535

Dr. Robert H. Smith Chancellor
Southern University in Shreveport
3050 Martin Luther King
Shreveport LA 71107

Dr. Loyd R. Hughes Provost
Eastern New Mexico University-Roswell
P O Box 6000
Roswell NM 88202

Dr. Charles R. Reidlinger Provost
New Mexico State University at Alamogordo
Box 477
Alamogordo NM 88311

Dr. Douglas E. Burgham Provost
New Mexico State University at Carlsbad
1500 University Dr
Carlsbad NM 88220

Dr. William E. Sailer Provost
New Mexico State University Grants Branch
1500 3rd St
Grants NM 87020

Mr. John M. Phillips Director
University of New Mexico Gallup Branch
200 College Rd
Gallup NM 87301

Mr. Garvin Stevens Executive Dean
University of North Dakota - Williston
Williston ND 58801

Dr. J. W. Smith Executive Dean
North Dakota State University - Bottineau
Bottineau ND 58318

Dr. Robert Debard Dean
Bowling Green State Univ Firelands College
901 Rye Beach Rd
Huron OH 44839

Dr. John K. Mahan Dean
Kent State Univ Ashtabula Campus
3325 West 13th St
Ashtabula OH 44004

Ms Suzanne Fitzgerald Dean
Kent State Univ East Liverpool Campus
400 East 4th St
Liverpool OH 43920

Dr. Larry Jones Dean
Kent State Univ Geauga Campus
14111 Claridon-Troy Rd
Burton Twp OH 44021

Dr. James F. Cooney Dean
Kent State Univ Salem Campus
2491 S R 45 South
Salem OH 44460

Dr. William G. Bittle Dean
Kent State Univ Stark Campus
6000 Frank Ave NW
Canton OH 44720

Dr. David A. Allen Jr Dean
Kent State Univ Trumbull Campus
4314 Mahoning Ave NW
Warren OH 44483

Mr. Harold D. Shade Dean
Kent State Univ Tuscarawas Campus
University Dr NE
New Philadelphia OH 44663

Dr. Harriet V. Taylor Exeuctive Dean
Miami University Hamilton Campus
1601 Peck Blvd
Hamilton OH 45011

Dr. Michael P Governanti Executive Dean
Miami University Middletown
4200 E University Blvd
Middletown OH 45042

Dr. William A. Anderson Director
Ohio State Univ Agricultural Tech Institute
Wooster OH 44691

Dr. Violet I. Meek Dean
Ohio State Univ Lima Campus
4240 Campus Dr
Lima OH 45804

Dr. John O. Riedl Dean
Ohio State Univ Mansfield Campus
1680 University Dr
Mansfield OH 44906

Dr. Lynn A. Corbin Actg Dean
Ohio State Univ Marion Campus
1465 Mount Vernon Ave
Marion OH 43302

Dr. Julius S. Greenstein Dean
Ohio State Univ Newark Campus
University Dr
Newark OH 43055

Dr. Delbert Meyer Dean
Ohio University Chillicothe Campus
Chillicothe OH 45601

Dr. James W. Newton Campus Dean
Ohio University Eastern Campus
Saint Clairsville OH 43950

Dr. Raymond Wilkes Dean
Ohio University Lancaster Branch
1570 Granville Pike
Lancaster OH 43130

Dr. Craig D. Laubenthal Dean
Ohio University Zanesville Branch
Zanesville OH 43701

Dr. Tyrone Turning Dean
University of Akron-Wayne College
10470 Smucker Rd
Orrville OH 44667

Dr. Roger J. Barry Dean
University of Cincinnati-Clermont College
725 College Dr
Baravia OH 45103

Dr. Roger J. Barry Dean
University Cincinnati-Raymond Walters College
9555 Plainfield Rd
Blue Ash OH 45236

Dr. Donald E. Krischak Dean
Wright State University Lake Campus
7600 State Rt
Celina OH 45822

Dr. James E. Hooper Provost & VP
Oklahoma State Univ-Oklahoma City
900 North Portland
Oklahoma City OK 73107

Dr. Robert E. Klabenes Provost & VP/OSU
Oklahoma State University-Okmulgee
Okmulgee OK 74447

Mr. John V. Cooney Executive Officer
Pennsylvania State Univ-Allentown Campus
6090 Mohr Lane
Fogelsville PA 18051

Dr. Kjell Meling Actg Executvie Officer
Pennsylvania State Univ-Altoona Campus
Ivyside Park
Altoona PA 16601

Mr. David B. Otto Executive Officer
Pennsylvania State Univ-Beaver Campus
Brodhead Rd
Monaca PA 15061

Dr. Frederick H. Gaige Executive Officer
Pennsylvania State University Berks Campus
Tulpehocken Rd
Reading PA 19610

Dr. Edward S. J. Tomezsko Executive Officer
Pennsylvania State Univ Delaware County Campus
25 Yearsly Mill Rd
Media PA 19063

Dr. Donald T. Hartman Executive Officer
Pennsylvania State Univ Du Bois Campus
College Pl
Du Bois PA 15801

Dr. August H. Simonsen Exeuctive Officer
Pennsylvania State Univ Fayette Campus
P O Box 519 Rt 119 N
Uniontown PA 15401

Dr. James J. Staudenmeier Executive Offier
Pennsylvania State Univ Hazleton Campus
Highacres
Hazleton PA 18201

Dr. Joanne E. Burley Executive Officer
Pennsylvania State Univ McKeesport Campus
University Dr
McKeesport PA 15132

Dr. Corrinne A. Caldwell Executive Officer
Pennsylvania State Univ Mont Alto Campus
Campus Dr
Monte Alto PA 17237

Dr. Robert E. Carnahan, Dir Academic Affiars
Pennsylvania State Univ New Kensington
3550 7th Street Rd
New Kensington PA 15068

Dr. Anthony Fusaro Executive Offier
Pennsylvania State University Schuylkill Campus
200 University Dr
Schuylkill Haven PA 17972

Dr. Albert N. Skomra Executive Officer
Pennsylvania State Univ Shenango Campus
147 Shenango Ave
Sharon PA 16146

Dr. William A. Pearman Executive Officer
Pennsylvania State Univ Wilkes-Barre Campus
P O PSU
Lehman PA 18627

Dr. James D. Gallagher Executive Officer
Pennsylvania State Univ Worthington-Scranton
120 Ridge View Dr
Dunmore PA 18512

Dr. John J. Romano Executive Officer
Pennsylvania State University York Campus
1031 Edgecomb Ave
York PA 17403

Dr. Michael A. Worman President
University of Pittsburgh Titusville
504 E Main
Titusville PA 16354

Dr. Chris Plyler Dean
University of South Carolina-Beaufort
800 Carteret St
Beaufort SC 29902

Mr. John R. Arnold Dean
University of South Carolina-Lancaster
P O Box 889
Lancaster SC 29721

Dr. Carl A. Clayton Dean
University of South Carolina-Salkehatchie
P O Box 617
Allendale SC 29810

Mr. Jack C. Anderson Jr. Dean
University of South Carolina-Sumter
Miller Rd
Sumter SC 29150

Dr. James W. Edwards Acting Dean
University of South Carolina-Union
P O Drawer 729
Union SC 29379

Dr. Steve Maradian President
Lamar University at Orange
410 Front St
Orange TX 77630

Dr. Clarence Maze Jr. President
Richard Bland College of William and Mary
11301 Johnson RD
Petersburg VA 23805

Dr. Joseph M. Gratto President
Potomac State College of West Virginia Univ
Keyser WV 26726

Lee E. Grugel Chancellor
University of Wisconsin Centers
150 E Gilman P O Box 8680
Madison WI 53708

PROFILE OF BRANCH CAMPUSES SURVEY INSTRUMENT

Questions? Call Dean Hermanson at 1-800-443-1313

FACTS ABOUT YOUR INSTITUTION

1. Name of Institution: _____

   City: _____ State: _____

   Name of Main Campus: _____

2. Which term best describes your institution:

   ☐ *Community College* (25)
   ☐ *Junior College* (13)
   ☐ *Technical College* (2)
   ☐ *Regional Campus* (2)
   ☐ *2x4* (2)
   ☐ *None* (3)
   ☐ *All* (1)
   ☐ *Does not Describe* (5)
   ☐ *Commonwealth Campus* (1)
   ☐ *Other* (5)

3. Distance from main campus: _____ miles ☐ co-located (1)

   ☐ Less then 50 miles (14)
   ☐ 51-100 miles (19)
   ☐ 101-150 miles (9)
   ☐ 151-200 miles (4)
   ☐ 201-250 miles (4)
   ☐ 251-300 miles (2)
   ☐ 301-350 miles (1)
   ☐ 351-400 miles (0)
   ☐ 401-450 miles (0)
   ☐ 451-500 miles (1)
   ☐ Over 501 miles (1)

4. In terms of governance and your flexibility, do you consider your branch to be:

   ☐ ***nearly autonomous with extensive flexibility***
   (14)
   ☐ ***some flexibility is available; control from main campus is of mutual benefit***
   (33)
   ☐ ***controlled by main campus - creativity seems stifled.***
   (8)

5. Number of students Fall 1992 - headcount:

☐ less than 500 (8)	☐ 500-1000 (9)
☐1001-1500 (20)	☐1501-2000 (10)
☐2001-2500 (6)	☐2501-3000 (5)
☐3001-3500 (2)	☐3501-4000 (0)
☐over 4001 (2)	

6. Number of students Fall 1992 - FTE:

☐ less than 500 (8)	☐ 500-1000 (22)
☐1001-1500 (17)	☐1501-2000 (3)
☐2001-2500 (2)	☐2501-3000 (0)
☐3001-3500 (0)	☐3501-4000 (0)
☐over 4001 (1)	

7. Percentage of student body in vocational/technical programs:

☐20% or less (23)	☐21% to 35% (15)	☐36% to 50% (12)
☐51% to 65% (1)	☐66% to 80% (1)	☐over 81% (3)

8. Percentage of student body in academic transfer programs:

☐20% or less (3)	☐21% to 35% (8)	☐36% to 50% (9)
☐51% to 65% (11)	☐66% to 80% (9)	☐over 81% (13)

9. Average Age of student body:

☐19-22 (8) ☐23-26 (14) ☐27-30 (22)
☐31-34 (10) ☐34-37 (2)

10. ☐ Quarter system (11) ☐ Semester system (45) Cost per credit hour:
☐$20 or less (3) ☐$21-$30 (6) ☐$31-$40 (1)
☐$41-$50 (5) ☐$51-$60 (9) ☐$61-$70 (3)
☐Other (8) $131.25, $79, $157, $176, $177, $177, $116, $167, $75-130, $122, $144, , $77, $131.25, $211, $85

11. Number of full-time faculty:

☐30 or less (21) ☐31-40 (12) ☐41-50 (11)
☐51-60 (5) ☐61-70 (4) ☐over 71 (5)

12. Number of part-time faculty:

☐30 or less (18) ☐31-40 (7) ☐41-50 (8)
☐51-60 (7) ☐61-70 (3) ☐over 71 (14)

13. Full time faculty teach approximately _____ credits/term.

☐ 9-11 (11) ☐ 12-14 (29) ☐ 15 and over (20)

14. Degrees offered (check all that apply):

☐ *Certificate (one year or less)* (36) ☐ *Diploma (up to 2 years)* (7) ☐ *Associate of Arts* (52)
☐ *Associate of Science* (36) ☐ *Associate of Applied Science* (34) ☐ *Baccalaureate* (3)
☐*other*

GOVERNANCE ISSUES

15. The governing board of the branch campus is: Board of Regents; University Board of Trustees; College Council w/Board of Regents; Board of Trustees of University; State Board of Higher Education; University Board of Trustees; Campus has Advisory Board; Board of Trustees; Board of Regents; USC Board of Trustees; Board of Supervisors of the LSU System; Advisory Board; University Faculty Senate-Campus Faculty Senate; University Board of Directors; University Board of Trustees; University Trustees; Board of Visitors; Board of Trustees; Board of Trustees; NMSU Board Of Regents; Board of Trustees-Citizens Council; Board of Regents; Board of Trustees; OU Board of Trustees; Board of Trustees; U of Alaska Board of Regents; Board of Trustees; Advisory; Board of Trustees-Penn State; Board of Regents for A & M College; Regional Advisory Council; SAU Board of Trustees; University Board of Trustees; University Board of Trustees; PSU Board of Trustees; Board of Trustees; Board of Trustees; Board of Trustees-Advisory Board; Regional Coordinator Council; NMSU Board of Regents; Board of Regents of the University of Alaska; Roswell Branch Community College District - Eastern New Mexico University of Regents; Comprised of the Public School Boards; Board of Regents; Vice Provost/Provost/President-Campus Advisory Board; University of Hawaii Board of Regents; Local Community Council; Ohio State Board of Trustees; University of Hawaii Board of Regents; State Board of Higher Education; Board of Regents of the University of Hawaii; University of Alaska Board of Regents w/Local Advisory Council; None-only an Advisory Board-Regional Coordinating Council; Board of Trustees University of West Virginia System; Ohio State University Board of Trustees; Governing Board at Anchorage;

16. Title of the Chief Executive Officer of the branch campus:

Provost; Dean; Director; Dean; Chancellor; Dean; Dean; Provost; Dean of the University; Chancellor; CEO; CEO; President; Campus Executive Officer; Chancellor; Campus Executive Officer; Campus Executive Officer; President; Dean; Dean,though President maintains there is only one CEO at BGSU; Campus Executive Officer; President; Dean & Director; Provost; Dean of the University; Dean of the Campus; Dean; Dean; College Director; Dean and Director; Campus President; Campus Executive Officer; Vice President/Provost; Director; Chancellor; Executive Director; Dean/Director; Campus Executive Officer; Dean; Dean of the University; Campus Executive Dean; Campus Dean; Provost; Director; Provost; Campus Director; Provost; Dean;, Provost; Campus Executive Officer; Campus Director; Dean/Director; Provost; Executive Dean; Provost; Director; Dean; Campus President; Director; Director;

17. To whom does the branch campus CEO report? Please give the title of the position, e.g., President Provost, VP of Academic Affairs: Dean; College of Human & Community Services; Vice Provost; Provost; Provost and VP for Access & Outreach; President; Sr VP & Provost; Vice Provost for Regional Campuses; President of OSU System; VP of Academic Affairs; President of LSU System; Senior VP & Dean of the Commonwealth Education System; Sr. VP for Commonwealth Ed System and Dean; Provost; Sr. VP & Dean of the System; President; Sr. VP-Commonwealth Education System; VP & Dean Commonwealth Ed System; President reports to Board of Visitors; Assoc Dean; Dir of Budget & Operations; Dir of Continuing Education; Dir of Enrollment; Dir of Academic Services; Dir of College Relations; AAVP; Sr. VP and Dean of the Commonwealth Educational System; Campus Director reports to Dean; College of Human & Community Services; Sr. VP and Provost of the University; Dean-College of Human and Community Services; Vice Provost for Regional Campuses; Vice Provost for Regional Higher Education; Vice Provost for Regional Campuses; VP for Academic Affairs;

Provost; Provost and Sr. VP for Academic Affairs; Chancellor; Sr. VP and Dean of the Commonwealth Educational System; President; Executive Dean-College of Rural Alaska; President; Provost & VP for Academic Affairs; VP Academic Affairs & Provost (one title); Sr. VP & Dean of the Commonwealth Education System; Vice Provost; Vice Provost for Regional Campuses and Continuing Education-USC Columbia; Sr. VP and Dean of the Commonwealth Educational System; Vice Provost for Regional Higher Education; Dean of the College of Human & Community Services-NMSU; Chancellor/UAS-President/Univ of Alaska; President-Eastern New Mexico University; Assoc Provost for Academic Affairs; Chancellor for Community Colleges; Vice Provost for Regional Campuses; Chancellor for Community Colleges & Sr. Vice President; Sr. Vice President-Dean of Commonwealth Education System; CEO to main - college title is Chancellor; Provost; Chancellor for University & Sr. Vice President for Community Colleges of Hawaii; President to University of North Dakota; Chancellor of Community Colleges; Executive Dean-College of Rural Alaska; Vice Provost for Regional Higher Education; Provost; Vice President for Agricultural Administration; Vice Chancellor for Academic Affairs and Provost;

18. Identify the positions at the Branch Campus that serve on the Administrative Council of the Branch Campus: Provost, Assoc. Provost for Instruction, Asst Provost for Business, Asst Provost for Student Services, [Coord of] Financial Aid, Library, ABE, Learning Assistance Centers, Community Education, Higher Ed Life Planning, [Director of] Nursing, HazMat Program; Director of Student Services, Director of Student Activities & Athletics, Director of Nursing, Library Director, Director of Administrative & Business Services, Faculty Council Chair; Division Chair for Business & Industry, Division Chair for Arts & Sciences, Business Manager, Chair of Student Services; Assoc Dean of Instruction, Assoc Dean of Student Dev, Asst Dean of Marketing and Public Information, Asst Dean of Center for Business & Industry,

Dir of Dev, Business Manager; Executive Dean, Dir of Business Affairs, Dir of Student Services, Faculty Senate President, Academic Div Dir, Voc/Tech Div Dir, Dir of Athletics; Dean, Assoc Dean of Instruction, Asst Dean Student Services, Bus Mgr, Dir of Library Services, Dir of Community Services & Outreach; Dean; Vice Provosts & Department Heads (Deans); Assoc Dean for Academic Affairs, Assoc Dean for Univ Relations, Asst Dean for Adm, Asst. Dean for Student Affairs; Chancellor, Vice Chancellor (3), Division Heads (4), Directors (8), Librarian; Dir of Academic Affairs, Librarian, Media Specialist, Registrar, Computer Main Spec, Div Head, Evening Prog, Sum Prog Adm; One faculty represents us on the Faculty Access Committee which meets regularly with the Sr. VP and his staff. Two faculty serve on the University Senate.; Dean of Academic Affairs, Dean of Students, Dir of Business Affairs, Dir of Admissions, Dir of Bus Ed Center; CEO, Dir of Academic Affairs, Student Affairs, Cont Ed, Univ Relations, Development, Business & Finance; Vice Chancellor for Academic Affairs, Vice Chancellor for Fiscal Affairs, Vice Chancellor for Student Services, Vice Chancellor & Dir of the Ark State Tech Inst, Asst to the Chancellor; Dir of Academic Affairs, Dir Univ Relations, Finance Officer, Faculty Chair, Dir Business Services, Registrar/Inst Research Officer, Dir of Student Programs & Services; Dir of Academic Affairs, Dir of Business Services, Dir of Student Programs & Services, Financial Officer, Regional Dir of Univ Relations, Coord Continuing Education; President, Provost & Dean of Faculty, Dean of Administrations & Finance, Dir of Development; Assoc Dean, Dir of Budget & Operations, Dir of Continuing Education, Dir of Enrollment Services, Dir of Academic Services, Dir of College Relations; CEO, Dir of Academic Affairs, Dir of Student Affairs, Dir of Finance/Business Services, Dir of Continuing Education, Dir of University Relations; Assoc Dir, Assist Dir, Business Mgr, Maintenance Supervisor, Campus Dir, TQM Coord; Assoc Provost for Instruction, Assist Provost for Student Affairs, Assist Provost for Business Affairs, Superintendent of Physical Plant; Dean, Assoc Dean for

Academic Affairs; Assoc Dean for Student Services, Controller, Dir of Graduate Regional Studies and Continuing Education, Dir of Title III; Assist Dean, Dir of Student Services, Dir of Continuing Education, Division Coord, Dir of Library; Dean, Assist to the Dean, Dir of Admissions, Business Mgr, Continuing Studies, Dev Ed. Coord, Dir of Nursing, Librarian; Assist Dean Student Service, Assist Dean Instructional Services, (4) elected faculty rep, (1) elected staff rep; College Director serves on Provost's Council of Deans and Directors. (Composed of University of Alaska Anchorage Administrators).; We have no such formal council.; President, Dean of Instruction, Business Mgr, Dir of Vocational Programs, Dir of Student Services; Dir of Academic Affairs, Dir of Continuing Education, Dir of Student Affairs, Dir of Business Services, Dir of Univ Relations, Financial Officer; Provost, Vice Provost of Academic Affairs, Vice Provost of Student Services, Vice Provost Business & Finance; Vice Chancellor for Instruction, Vice Chancellor for Administration, Vice Chancellor for Student Services, Assist to the Chancellor; Dir of Student Services, Dir of Admissions & Financial Aid, Dir of R.C. Library, Dir of Learning Assistance, Dir of Registration & Records, Superintendent of Physical Facilities, Dir of Public Relations, Dir of Continuing Education, Business Mgr, Executive Director, Assistant Executive Dir for Academic Affairs; Not structured that way. Dean/Director is a member of the University Dean's Council; Dir of Academic Affairs, Dir of Business Services, Dir of Student Affairs, Dir of Continuing Education, Dir of Univ Relations, Registrar, Financial Officer, Housing & Food Services Mgr, Computer Mgr, Student Government Assoc President, Mont Alto Campus Faculty Assoc Chair; Assist Dean, Dir of Student Services, Dir Business & Industry, Coord of Incarcerated Programs, Faculty Rep; Assoc Dean for Student Services, Dean of Campus, Director of Walterboro, Assoc Dean for Graduate Regional Studies, Head Librarian, Dir of Financial Aid, Dir of Planning and Institutional Research, Assoc Dean for Academic Affairs, Dir of Business Affairs; Campus Executive Officer, Dir of Academic Affairs, Dir of

Student Affairs, Dir of Business Services, Dir of Continuing Education, Finance Officer; Assist Dean, Dir of Student Services, Dir of Library, Dir of Public Relations, Faculty Chair, Dir of Continuing Education, Dir of Adult Learning; Provost, Assoc Provost, Assist Provost for Student Services, Assist Provost for Business, Dir of Adult Basic Education, Dir of Community Education, Project Director, Assist to Provost, Dir of Gadsden Education Center, Coord of White Sands Education Center, Library Coord, Student Services Coord, Allied Health Div Head, Technical Services Div Head, Business & Info Services Div, Developmental Studies Div Head; Director; Provost, Dean of Instruction, Dean of Administrative Services, Dir of Personnel/AA, Dir of Marketing, President of Faculty Senate, Chairman of Planning Council, Rep from Professional & Support Staff Senates; Faculty members (1) Academic, (1) Vocational, Campus Dir, Assoc Dir of Administrative Affairs, Dir of Applied Tech, Dir of Instructional Affairs, Dir of Student Services, Business Mgr, Dir of Learning Resources & Administrative Assistant; Dean of Instruction, Dean of Student Services, Dir of Administrative Services, Dir of Community Services, Assist to the Provost, Assistant Dean of Instruction (2), Dir of Institutional Research; Assistant Dean, Dir of Public Relations, Coord Continuing Studies, Dir of Admissions & Registrar, Dir of Administrative & Business Services, Dir of Student Affairs, Library Dir, Sec of Faculty Council; Dean of Instruction, Assist Dean of Instruction, Dean of Students, Dir of Administrative Services, Dir of Community Services, Civil Service Rep, APT Rep, Student Rep, Faculty Senate Chair, EEO/AA Coord, C.I.P. Coord, Publicity Coord; Dir of Academic Affairs, Dir of Business Services, Dir of Continuing Ed, Dir of Student Affairs, Dir of University Relations and Development; CEO, President & Academic Dean, Assistant Dir of Operations & Student Services; Assoc Dean, Assoc Dir of Admissions, Dir Financial Aid, Dir of Development, Dir of Communications; Division Chairperson, Deans, Directors; Dir of Voc Ed, Dir of Instruction, Dir of Finance, Dir of Student Services & Assoc Dean; Provost, Dean

of Instruction, Dean of Students, Dir of Administrative Services, Dir of Community Services; Coord of Instructional Support, Fiscal Officer, Coord of Community Education, Coord of Dist Education, Coord of Student Services; Dir of Student Services & Assistant Director, Assistant Dean, Dir of Operations & Assistant Dir, Academic Division Coord, Nursing Dir, Dir of Continuing Ed & PR Coord, Library Dir & Reference Librarian; Dean of College, Dean of Student Dev, Chief Financial Officer, Dir of Admissions; Director, Assist Dir for Academic Affairs, Assist Dir for Institutional Services, President of Faculty Senate, President of Staff Council; The Director and Business Manager;

19. How is the branch campus budget determined? (Main campus line item, state appropriations direct to the campus): State Appropriations; State Appropriations direct to campus; KPC is a BRU within the Universities budget & investments can be identified specifically for KPC by the Legislature. The Univ does have the ability to distribute reductions if legislature cuts the Univ bottom line.; State Appropriations based on formula of student enrollment.; State Appropriations direct to the campus.; State Appropriations direct to campus; State Appropriations direct to campus; State Regents for Higher Education; Direct State Appropriations to campus; State Appropriations direct to campus; Main Campus; Main campus-income driven-use of quality indicators also.; Between branch campus & Provost's office; Main campus line item; State Direct to branch; Main campus; Main Campus; State Appropriations direct to campus; State appropriation; Direct State Appropriations; Direct State Appropriations; State of New Mexico direct appropriations to campus through New Mexico State University; State Appropriations direct to campus through the SC Commission on Higher Education; State Appropriations direct to the campus; Direct appropriations based on FTE; Main campus line item; Main campus line item; State appropriations must be earned in a subsidy formula plus tuition (set on main campus); Main campus line item; Separately funded with state

appropriations direct; State appropriations through the main campus; State Appropriations, State Appropriations direct to campus; Separate line item in state appropriations; Total from Main Campus on a student credit hour base with considerable local autonomy for internal allocation. Incentives and dis-incentives for certain activities apply; Both; State appropriations direct to campus (line item in state budget); Main Campus line item; Separate from Main Campus, Regional Higher Education (RHE) has it own budget.; State appropriations direct to main campus; State appropriations direct to the campus; State appropriations direct to Branch campus as a line item in Main Campus.; The Branch budget is completely separate from the parent institution budget.; State appropriations direct to the campus; Regional Campus line item; State appropriations to campus; CES line item from main campus; State appropriations direct to the campus; Basically from the state based on enrollment/cost formula; State appropriated direct to campus; State appropriations direct to campus; State appropriations via main campus; Main campus line item; Part of each; State appropriations direct to the campus; State appropriations direct to the campus; Line item in university budget;

20. Who approves expenditures/controls the branch campus budget:

☐ *Branch Campus* (49) ☐ *Main Campus Personnel* (4) ☐ *Both* (5)
☐ *Other (explain)* (1)

21. Faculty are hired/selected by ☐ *Main Campus* (2) ☐ *Branch Campus* (41) ☐ *Both* (16)

22. Faculty promotion is determined by ☐ *Main Campus* (12) ☐ *Branch Campus* (24) ☐ *Both* (22)

23. Do branch campus faculty receive tenure? ☐ *No* (2) ☐ *Yes* (57)

24. Tenure status received at the Branch Campus applies to Main Campus
☐ *No* (35) ☐ *Yes* (20) ☐ *Other.* (3)

25. New Programs/courses taught at the Branch Campus are approved by the curriculum committee at the:

☐ *Main Campus* (10) ☐ *Branch Campus* (32) ☐ *Both* (18)

26. Is the branch campus accredited separately from the main campus?

☐ *No* (34) ☐ *Yes.* (25) *Accredited by*

NCA (24) SACS (4) JCERT-ABET (3) Middle Atlantic States (4) NW (3) WASC (4)

STUDENT SERVICES ISSUES

27. Students admitted at the branch campus are also enrolled at the main campus

☐ *No* (32) ☐ *Yes.* (24)

28. Students who transfer from the branch campus receive preferential status in limited or selected enrollment programs at the main campus ☐ *No* (29) ☐ *Yes.* (26)

MAIN CAMPUS SUPPORT

29. What functions are performed at the main campus? Please check all that apply:

☐ *Personnel Records (29)* ☐ *Purchase Order Requests (17)* ☐ *Student Transcripts (39)*

☐ *Audit (39)* ☐ *Payroll (43)* ☐ *Purchasing (29)*

☐ *Student Financial Aid (24)*

☐ *other (23) Architect Services, Accounts Payable, Facilities Planning (Univ Arch), Legal Counsel, Legal Services, Admissions, Budgeting reports, Benefits Administration, Cash Flow Management, Financial Accounting, Student Registration, Endowment Investment, Computer Support System for Administration, Financial Aid, Registration, Development Architect, Staff Development, Lobbying State Legislature, Bursar, Human Resource Benefits, All fiscal services*

30. Does the Branch Campus have an endowment fund? ☐ *No* (25) ☐ *Yes.* (35)

31. Does the Branch Campus have an endowment fund separate from the Main Campus?

☐ *No* (32) ☐ *Yes* (25)

32. Does the Main Campus endowment support activities at the Branch Campus?

☐ *No* (25) ☐ *Yes.* (33)

33. How would you rate main campus - branch campus relations?

☐ *satisfactory* ☐ *lukewarm/tolerable* ☐ *unsatisfactory*

(42) (15) (2)

34. If you could improve one main campus - branch campus relationship issue, what would that be?: Better Business Services and responsiveness; Elimination of some "middle men"; The issues of what courses can be offered at the extended college sites continues to be a problem with some Main Campus departments are very flexible & others very narrow and rigid.; Transfer of credit; Better articulation of students; Greater cooperation in extending university resources to branches in upper division grad courses.; Communications; Better understanding by Main Campus faculty of the Branch Campus mission and the relationship between campuses.; System office recognition of importance of branch campuses and their needs.; More autonomy for branch (especially in programs).; Reward-Mission. Ambiguity exists wherein main campus is RESEARCH, campuses are TEACHING is primary mission.; Capitol Project support; Budget; Retain present relations; Salary inequities; The Acceptance by the Main Campus that we are a legitimate institution and foundation support for our programs.; That we would be judged more valuable.; Admissions; Report directly to the Univ President; Admissions; Provost reporting-chain of command; Equality across the System; Better understanding & cooperation for 2 + 2 programs.; Speedier course approval process; Freedom to offer more baccalaureate programs.; Budget increase; Trust! distance proves difficult in the minds of some leading to problems of trust; Communications; Better the understanding of research/graduate faculty on main campus to professionalism and quality of branch campus faculty & programs.; A stronger system philosophy.; The front-line administrators at the main campus (ex: Registrar, Bursar) should keep branch campus needs in mind when setting policies.; Greater curricular and faculty autonomy; More attention paid to branch campuses, more recognition of branch campus role in System mission; Consistent Consultation; Agreement to expand our campus mission, academic programs; Main campus permission to offer our own general education courses in support of our associate degrees

(This may be unique tour situation adjacent to the main campus.); Branch campus employees report to director but also answer functional managers on main campus.; Articulation and coordination of course revisions; Matriculation of students between brand and main campus; Greater autonomy; Movement toward integrating with regional faculty has been disrupted by submergence of a community college faculty workload, promotion, tenure issues.; Tenure process; Improve the understanding and acceptance of the main campus faculty for what the Branch campus teaches.; Knowledge of main campus personnel that we even exist.; Move control of lower division academics to regional campuses.; No distinction between main campus branch in the state's resource allocation model.; A large research university tends to down play the importance of technical education.; More curriculum autonomy;

35. How would you define a branch campus?: A division (partial) unit of main campus. Financially separate units with a different mission (i.e. community college) need a different name.; An extension of the University which is complemented by technical programming, community liaison & service.; Unsuccessful in meeting community educational needs compared to community colleges.; About the same as a community college.; An extension of University into a service area that is responsive to local community needs.; The resources of a major University locally situated.; A campus with the same function as the main campus.; A Learning Center with a specified mission and geographically separated from the "Main" campus of the University.; I would not.; Geographically dispersed with quality faculty & programs.; Empowerment to offer courses, programs with consistency of standards for faculty qualifications, student administration, course content and progress.; Part of Univ Charter-under Pres of Univ & Board of Dir, but not at location where Pres is housed.; An integral part of a Univ with a missions and programs to support that mission that has a separate location and staff with flexibility to achieve that mission.; One University

geographically dispersed; A separate educational unit governed by the same Board of Visitors; Open access gatekeeper for freshmen/extension locale at upper division or graduate level.; It is an integral part of a major research university and provides an excellent environment for teaching and learning in local community in the Commonwealth; A unit offering the first 2 years of various university academic programs with an additional focus on vocational courses and local community services.; An extension of the larger university. At OSU, in fact, we are called extended or regional campuses.; A separate entity removed by distance to serve specific population. Governed by Regents of the University. Articulation of academic and technical programs.; A small unit of a large University which brings a limited amount of the varied resources of that University to other regions in a state thereby providing direct access to the greater University.; An institution providing the extension of our parent institution into our respective areas with the purpose of meeting 2-year transfer, special prog, D.E.; A college accredited as part of a larger unit to offer selected curriculum at a different site.; A site separate from the main campus of a University, having its own faculty and administration, which offers courses and programs of the University.; A separate entity which may benefit from association with main campus, but must survive on its own merit, productivity & service to the communities it serves.; Former community colleges who have been reorganized under University of Alaska governance.; An independent campus that works and offers services within a system frame work.; At Miami University, the branch campuses are integral parts of the University, established to provide access to local communities.; Extension of the University offerings primarily the first 2 years of some 200 majors, but also upper division & graduate programs on a limited basis.; A branch campus at PSU (part of the Commonwealth Education System) provides freshman and sophomore level programs as well as a wide range of associate degrees and other community educational

programming.; An institution the students of which have automatic articulation with main campus. Shared governance.; A location having the authority to Grant Degrees Extended from the Main Campus.; At OU branch campuses are called University Centers that provide the first two years of baccalaureate preparation, selected BA programs and Graduate programs.; Branches serve to increase access to higher education, geographically and programmatically; Serves a specified region and mission which constitute a portion of the larger institutional mission.; Very carefully!; An outreach educational delivery model which is both university affiliated and community oriented.; Without complete autonomy in personnel, budget, curriculum, and politics.; We never use the term if we can help it. We are simply a regional extension of the state's land grant university.; Multi-campus system; A Branch Campus is a resident college offering courses and programs which serve the educational needs of the citizens of a particular geographical region.; semiautonomous campus of a larger university which meets remote student needs.; A semi-autonomous unit of a four-year higher education institution providing full basic services and fully equivalent courses and academic programs as an extension of the institution.; An integral part of a larger academic unit but removed by some distance. Academic programs are parallel.; A campus which offers programs complementary to the role and mission of a comprehensive university.; A branch to me is where virtually all controls are at the main campus. Mat-So fortunately has its own budget.;

36. Very little is understood about the governance of Branch Campuses. Please comment regarding the information requested in this survey. Are there other issues that you would like to see in a survey about branch campuses?: "Line item" and financially separate branches have many issues that are not common.; No,; This survey leaves out the heart of the issue: Mission, Role & Scope.; A comparative funding (personnel, equip., bldgs, etc.) of "branch"

and "main" campuses.; Differential Mission related to teaching & rewards. Autonomy in programs.; There is only one question about the governing board and one about the president. These do not adequately express relationships.; I often question the value of the relationship when all functions are separate and the governing of the institution is unrelated to the governing of the main campus.; I would be interested in receiving results-questions are relevant.; Self-determination; Cost/Benefits, i.e., overhead paid to main campus vs. actual worth. Slowness in communications/results vs. benefits of belonging to a larger, high-quality organization.; Your definition/focus on two-year campuses seems too restrictive. I believe the trend is toward more baccalaureate programs at such campuses. We're evolving!; We have dual governance, local for budget approval and to call for operational and capitol outlay elections. Regents of University for all other account.; Problems of differential funding for same courses at different campuses.; The amount of resources which flow upward and the tendency to micro-manage; This campus is still "evolving" as a branch campus, having been a community college with separate accreditation prior to system restructuring.; Ours shares a campus with a separate technical college.; The lead sentence says it all. Inclusion and exclusion of branch by Main campus in certain situations, decision-making matters and so forth as matters of policy/routine rather than convenience.; Faculty governance is not discussed and should be part of any inquiry about institutional governance.; Conflict from community-based mission sometimes conflicting with institutional priorities; difficulty linking faculty to main campus school deans and faculty.; Good survey! Relationship of local boards (advisory or governing) to University Board of Regents is a significant issue.; No; Professional development and practices, union issues-esp. with faculty, workload issues & institutional research; Obviously your notion of what we are and ours are very different. OSU is now doing a study of the relations with the central campus. The results will be

ready in late spring. Let me know if you want a copy. The AACC and its members have caused us significant problems in Ohio and I am responding to this only because I was once a graduate student and dimly remember that experience and my husband is from North Dakota so I managed not to pitch this as I do with most AACC material.; Titles of Chief Executives; offering upper division and graduate courses and full programs.;

37. Please identify other institutions in your state that are lower division branch campuses of baccalaureate degree granting institutions. Please use the reverse side of this survey.

TABLES

BRANCH CAMPUSES

Branch Executive Council

Instruction	92%
Business	92%
Student Service	90%
Directors	69%
Community Ed	41%
Other	35%
Faculty Representive	31%
Associate Dean	29%
Librarian	25%
Division Heads	24%
Univ. Relations	22%
Dir. Admissions	12%
Dir. Development	12%
Dir. Nursing	8%
Vice Chancellor	8%
Buildings & Grounds	6%
Department Chair	4%

Table 2

BRANCH CAMPUSES

Improve One Issue

Respect/Support/Coop/Equity	39%
Instructional/Curric. Affairs	18%
Transfer	11%
More Autonomy	9%
Communications	7%
Layers of Bureaucracy	7%
Business Affairs Processes	7%
Tenure Issues	5%
More Financial Resources	5%
Salaries inequities	2%
Retain present Relations	2%